

Fiscal Year 2014 Congressional Budget Request



Broadcasting
Board of
Governors



Executive Summary

The Broadcasting Board of Governors (BBG) requests FY 2014 funding of \$731.08 million to support United States national interests through its mission to inform, engage, and connect people around the world in support of freedom and democracy. In accordance with the International Broadcasting Act of 1994 (as amended), the BBG manages and oversees all U.S. civilian international broadcasting, including the Voice of America (VOA), the Office of Cuba Broadcasting (OCB), and grantee organizations Radio Free Europe/Radio Liberty, Inc. (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks, Inc. (MBN). It also oversees the International Broadcasting Bureau (IBB).

The BBG distributes programming in 61 languages to more than 100 countries via radio (shortwave, medium wave, FM), terrestrial and satellite TV, the Internet, mobile devices, and social media. With its global transmission and digital networks, the BBG reaches a worldwide weekly audience of more than 175 million people. U.S. international broadcasting is among the most cost-effective initiatives within public diplomacy. Eighty percent of BBG language services cost less than \$5 million per year to operate; some 60 percent cost less than \$2 million per year.

The BBG's mission aligns with a central tenet of the National Security Strategy of the United States, as articulated by President Obama: "In all that we do, we will advocate for and advance the basic rights upon which our Nation was founded ... Democracy does not merely represent our better angels, it stands in opposition to aggression and injustice, and our support for universal rights is both fundamental to American leadership and a source of our strength in the world."

The BBG upholds the inherent right of people everywhere to receive information through any media without restriction. BBG broadcasters are professional journalists committed to providing accurate, credible, and comprehensive news and information to audiences who lack access to the truth and are therefore susceptible to misinformation. BBG journalism is thus an antidote to censorship and extremist rhetoric, as well as a model of free media.

By exemplifying free media (and expression) the BBG helps foster and sustain free, democratic societies. Those societies have proven to be more peaceful and stable and rarely threaten their neighbors or offer safe havens for terrorists. Nurturing them is thus a national security imperative, consistent with the President's national security policy.

Freedom of information remains under threat around the globe and this underscores the ongoing relevance of the BBG mission. Freedom House notes that 2013 is the seventh consecutive year that declines in worldwide freedom have outpaced advances. Lack of media freedom has followed suit. In the strategically key Arabic-speaking countries of the Middle East, for instance, not a single country has a free media environment despite the availability of hundreds of satellite TV channels.

BBG broadcasters also offer life-saving information during humanitarian emergencies. They develop technologies to overcome jamming and penetrate Internet firewalls. And when events dictate, they react quickly to crises with surges in broadcasting.

As vital as the BBG mission is, the challenges the Agency faces have never been greater. Global media continue to proliferate, from satellite TV to FM radio to the Internet to social networking to mobile devices. Many governments routinely deny BBG access to local TV and radio broadcasting facilities or airwaves, enact laws restricting content from foreign sources, and selectively jam our broadcasts and block our Internet sites. State-sponsored broadcasters from China, Russia, Iran, and other countries, which do not necessarily share U.S. values, are greatly expanding their international media initiatives with multi-billion budgets to drive global information flows. At the same time, non-state actors, most notably those who support violent extremism, continue to carry out aggressive campaigns of disinformation and propaganda – in the Middle East, South Asia, and increasingly in North and Sub-Saharan Africa.

The BBG’s 2012-2016 Strategic Plan, *Impact through Innovation and Integration*, embraces these challenges and charts a progressive course forward. Approved by the BBG Board in October 2011, the Plan has guided the difficult decisions required in an environment of fiscal constraint. The FY 2014 budget submission rests on and supports Agency strategy.

The Agency’s robust research program drives BBG decision-making, from establishing strategy and priorities to tailoring programming and delivery methods to target audience preferences, and corresponding resource allocations. The research program produces an ongoing extensive body of market and audience data, which is presented throughout this budget document to help justify both proposed investments and reductions.

Audiences are strong in countries and regions vital to U.S. national security, including Afghanistan, Burma, the FATA, Indonesia, Iran, Iraq, Nigeria, North Korea, and Somalia, among many others. In most of these places and in many target countries, BBG broadcasters are not only market leaders in audience but also often set the news agenda. In addition, audiences almost uniformly give high marks to the news for trustworthiness and to information programs for contributing to a better understanding of American culture and policies.

For 2012-2016, the BBG’s core strategic goal is to become the world’s leading international news agency focused on mission and impact – *i.e.*, to reach key audiences in support of free, open, democratic societies. The Agency’s principal performance goal is to reach 216 million in global weekly audience by 2016.

As Agency strategy lays down, to be competitive in today’s complex media markets, the BBG must innovate as never before. To have the resources and management structures to enable such innovation, the Agency must integrate its operations. The BBG has embarked on a program of internal reform, both to improve management effectiveness and to save resources.

Examples of reform include the integration of senior management of the International Broadcasting Bureau and the BBG into one team to achieve clearer chains of command and coordination; a common content management system, developed within RFE/RL, to facilitate sharing of text, audio, and video across the BBG broadcasters; and unprecedented news coordination and sharing to ensure that unique BBG-produced content is made available across the Agency on a daily basis from the world’s hotspots and for special events such as the 2012 Democratic and Republican National Conventions.

Budget Highlights

Required programmatic and administrative increases and reductions in the BBG's FY 2014 budget request reflect the Agency's strategic vision, as well as Administration priorities.

Select highlights of the budget request include:

- The Broadcasting Board of Governors (BBG) requests \$731.08 million for FY 2014: \$722.58 million for International Broadcasting Operations and \$8.50 million for Broadcasting Capital Improvements.
- The FY 2014 Budget establishes a Chief Executive Officer for international broadcasting to oversee the day-to-day operations of the Agency and remedy senior management challenges identified by BBG, the Office of the Inspector General, the GAO, the White House, and the Department of State.
- The FY 2014 Budget evolves international broadcasts from shortwave to more effective and less expensive digital tools, such as satellite and Internet radio, mobile phone technologies, and Internet-based social media, to reach today's technologically savvy audiences. Shortwave radio broadcasts will continue in regions that lack access to digital technologies, such as in Darfur, North Korea, and Tibet.
- The BBG's FY 2014 Budget request contains \$13.9 million in program increases that counter extremism in Africa, engage new audiences in the Middle East and Burma, and bolster deteriorating and aging broadcast infrastructure.
- The FY 2014 Budget cuts over \$45.0 million by scaling back selected language services to reduce overlap, increase cooperation, and ensure that broadcasters will provide complementary content; streamlining and restructuring central news operations; realizing savings in information technology; and making other administrative and support reductions in ways that will not diminish the Agency's ability to execute its mission.
- The FY 2014 Budget request provides \$12.5 million in Internet anti-censorship funding to continue a broad-based approach to the deployment of emerging technologies and partnerships with cutting-edge experts, developers and in-country networks.

Improving Management and Efficiency

The FY 2014 Budget will improve the management and efficiency of BBG operations through the creation of a Chief Executive Officer (CEO) position and through the continuing evolution from shortwave to digital technologies.

This Budget establishes the position of a Chief Executive Officer who will be chosen by and report to the Board. The CEO will be empowered to provide day-to-day executive leadership for U.S. international broadcasting and will have management authority over the federal and non-federal elements of U.S. international broadcasting. The Board will retain the critical role

of setting the strategic direction of U.S. international broadcasting, as well as evaluating its journalistic quality and maintaining its journalistic integrity.

The CEO will implement the strategies developed by the Board. This move will allow the Agency to respond more nimbly to management challenges identified by the BBG, the OIG, the GAO, the White House, and the Department of State. The creation of this position was proposed in the BBG's FY 2012-2016 Strategic Plan, approved by the Board in January 2012 and affirmed by Board members in subsequent meetings, and the OIG recommended its creation in an inspection of the Board published in January 2013.

The BBG's Strategic Plan stresses the need to match delivery platforms to audience preferences. The BBG seeks to align how it delivers its content with how consumers now access it. To this end, the FY 2014 Budget continues the evolution away from shortwave to other platforms that are preferred by audiences around the world, including satellite and Internet radio, mobile phone technologies, and Internet-based social media. The BBG will continue shortwave broadcasts to areas that lack access to digital technologies, such as in Darfur, North Korea, and Tibet. This initiative has been included in the Fraud, Waste, and Abuse chapter of the FY 2014 Budget.

Expanding Agency Reach and Impact

For FY 2014 the BBG proposes investments to add capacity and programs targeting the African Trans-Sahel and Maghreb, where Islamist insurgencies threaten regional peace and U.S. interests; Burma, where democratic changes have opened new opportunities to reach broader audiences; and to bolster broadcast and technical infrastructure to support the demands of a 21st-Century media organization.

These initiatives respond to two particular challenges facing the United States: extreme volatility in global affairs and the need to sustain a global information posture. Extremist rhetoric and incitement to violence directly threaten U.S. national security interests in Afghanistan, the FATA, the Maghreb, the Trans-Sahel, Yemen, Somalia, and elsewhere. Al Qaeda and its affiliates incessantly attack core U.S. values of freedom and democracy and respect for human rights as they seek to instill fear and intimidation among local populations. The BBG brand of credible, factual, and locally relevant journalism counters these lies and half-truths and impedes the spread of violent extremism. In addition, the United States must retain a global information capacity as part of the country's effective soft power projection. The BBG must meet the challenges posed by state-sponsored media of other countries whose foreign policy aims are often at odds with ours. The Chinese, Russians, Qataris, Iranians, among others, are all heavily engaged in global media efforts that run into the billions of dollars.

In response to these factors, the BBG proposes the following:

Countering Extremism in Africa. To counter the growing extremism in the Trans-Sahel region of Africa, the BBG is proposing an investment of \$8.0 million to create a multi-channel, multi-language information and engagement campaign for youth. Three Islamic insurgencies – the splinter group of al Qaeda in the Islamic Maghreb in Mauritania, Mali and northern Niger; al Shabaab in Somalia, and Boko Haram in Nigeria are coordinating their efforts. Propaganda is

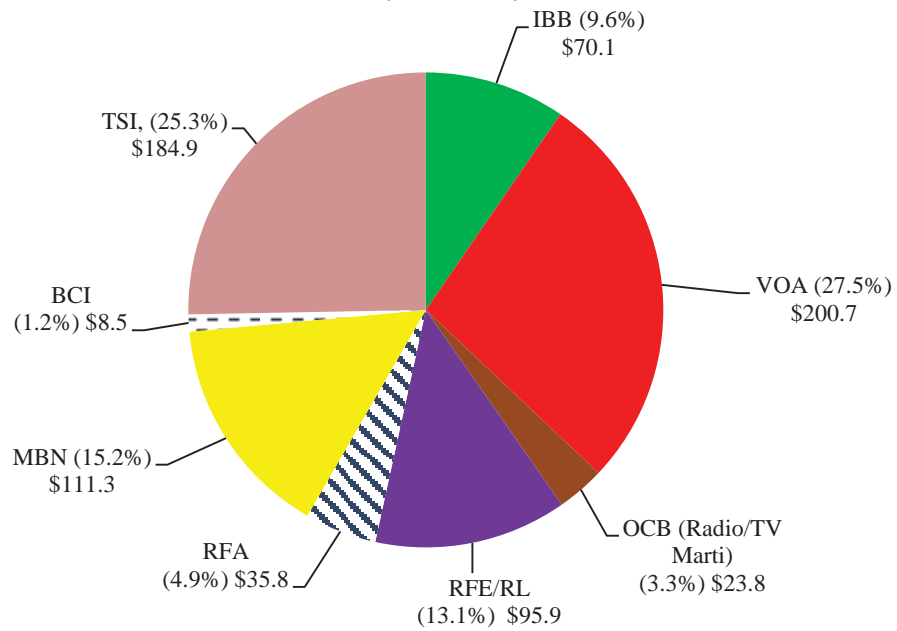
key to their campaigns. Media environments in the region lack credible indigenous information alternatives. The BBG's strong, well-respected brands in the region, Voice of America and Radio Sawa, already enjoy extensive reach – above 30 million weekly listeners and viewers – providing an extensive audience base on which to build. With additional content in multiple languages, the U.S. international broadcasters will be well positioned to significantly expand their reach and impact.

Covering the Transforming Maghreb. To provide deeper, on-the-ground coverage in response to the challenges to consolidating democratic gains in the critical Maghreb region – birthplace of the Arab Spring – the BBG proposes to launch a \$2.9 million expansion of newsgathering and programming capability in Algeria, Libya, Morocco, and Tunisia. Currently, Alhurra TV and Radio Sawa, the BBG's media outlets in the region, have limited local reporting capability. Additional resources will add local bureaus, stringer networks, and programming production centers to enable Alhurra and Sawa to substantially augment Maghreb-centric news and information programming.

Engaging New Audiences in Burma. To capitalize on the recent and projected future growth of satellite TV in Burma, and in broad support of the U.S. government's strategic "pivot" toward Asia, the BBG is proposing a \$0.2 million investment to create and distribute compelling audiovisual content for audiences in Burma. The new video content, to be produced by VOA, will be distributed over satellite stream, via affiliates, and through mobile and other digital platforms.

Bolstering Broadcast Infrastructure. The BBG proposes \$2.8 million in investments to evolve to digital technologies from shortwave, realign transmission assets and make other infrastructure improvements, improve service to critical targets of the world while minimizing operating costs by increasing utilization of existing lower cost BBG transmission stations, and eliminate or reduce reliance on external leases.

**Broadcasting Board of Governors
FY 2014 Congressional Request - \$731.1 million
Funding by Major Elements
(\$ in millions)**



Broadcasting Board of Governors
Summary of Appropriations
FY 2012 - FY 2014

(\$ in thousands)

	2012 Actual	2013 Enacted	2014 Request	2013 Enacted Compared to 2014 Request
<u>International Broadcasting Operations</u>				
Federal Entities				
International Broadcasting Bureau	71,594	75,055	70,105	(4,950)
Office of Technology, Services, and Innovation	191,502	195,246	184,956	(10,290)
Voice of America	207,376	208,045	200,717	(7,328)
Office of Cuba Broadcasting	27,977	28,266	23,804	(4,462)
Total, Federal	498,449	506,612	479,582	(27,030)
Independent Grantee Organization				
Radio Free Europe/Radio Liberty	95,174	93,886	95,910	2,024
Radio Free Asia	41,674	37,589	35,750	(1,839)
Middle East Broadcasting Networks	110,343	110,942	111,338	396
Total, Grantees	247,191	242,417	242,998	581
International Broadcasting Operations	745,640	749,029	722,580	(26,449)
SUMMARY OF RESOURCES				
Appropriated P.L. 112-74/Estimate	741,240	744,629	722,580	(22,049)
Appropriated P.L. 112-74 Overseas Contingency Operations/Global War on Terrorism ¹ /Estimate	4,400	4,400	-	(4,400)
Total, International Broadcasting Operations	745,640	749,029	722,580	(26,449)
<u>Broadcasting Capital Improvements</u>				
Appropriated P.L.112-74/Estimate	7,030	7,073	8,500	1,427
Broadcasting Capital Improvements	7,030	7,073	8,500	1,427
Grand Total, Broadcasting Board of Governors Appropriation/Request	752,670	756,102	731,080	(25,022)

¹ Overseas Contingency Operations/Global War on Terrorism funding has been provided to RFE/RL's Radio Mashaal and the Voice of America's (VOA) Radio Deewa for broadcasting to the Afghanistan/Pakistan border region.

Broadcasting Board of Governors Summary of Increases and Decreases By Account and Appropriation FY 2013- FY 2014 (\$ in thousands)											
	BBG Request	BBG	IBB	TSI	VOA	OCB	RFE/RL	RFA	MBN	Total IBO	Total BCI
FY 2013 Estimate Based on 2012 Program Plan	+	751,530	74,607	191,191	206,164	28,062	93,248	40,964	110,264	744,500	7,030
.612% OMB Pretend ATB Increase only for 13 Column Internet Circumvention	+	4,572	448	355	1,881	204	638	325	678	4,529	43
Revised FY 2013 Starting with FY 2012 Program Plan		756,102	75,055	195,246	208,045	28,266	93,886	37,589	110,942	749,029	7,073
Represents the FY 2014 Appropriation for all BBG elements.											
Wage Increases: Domestic/American 1%	+	4,580	444	355	1,829	204	710	350	688	4,580	-
Other Wage Requirements: FSNs	+	2,362	-	-	67	-	2,295	-	-	2,362	-
Provides for the annualization of salary and benefits to continue programming in FY 2014, including health care increases and other allowances.											
FY 2014 Current Services Net Changes	+/-	(903)	(448)	(1,436)	(3,912)	65	5,874	(325)	(678)	(860)	(43)
Built-in Requirements	+	7,840	-	-	1,059	269	6,512	-	-	7,840	-
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:											
a) Contractual Service Agreements	+	3,715	-	-	894	269	2,552	-	-	3,715	-
b) Rent/Utilities/Security/Infrastructure Maintenance	+	1,839	-	-	42	-	1,797	-	-	1,839	-
c) Other	+	2,286	-	-	123	-	2,163	-	-	2,286	-
Non-Recurring Costs	-	(8,743)	(448)	(1,436)	(4,971)	(204)	(638)	(325)	(678)	(8,700)	(43)
The following costs are non-recurring in FY 2014:											
a) .612% based FY 2013 CR Language	-	(4,572)	(448)	(355)	(1,881)	(204)	(638)	(325)	(678)	(4,529)	(43)
b) One-Time Costs from FY 2012	-	(4,171)	-	(1,081)	(3,090)	-	-	-	-	(4,171)	-
TOTAL 2014 Current Services		762,141	75,051	194,165	206,029	28,535	102,765	37,614	110,952	755,111	7,030
FY 2014 Program Changes											1,470
Program Decreases	-	(44,961)	(5,507)	(11,910)	(10,300)	(4,731)	(6,855)	(1,864)	(3,264)	(44,431)	(530)
a) Support and Efficiency Reductions	-	(15,507)	(4,601)	(875)	(2,643)	(2,753)	(983)	(1,057)	(2,065)	(14,977)	(530)
b) Language Service Reductions	-	(14,580)	(311)	(1,140)	(7,257)	-	(5,872)	-	-	(14,580)	-
c) Optimizing the Transmission Network	-	(11,873)	-	(9,895)	-	(1,978)	-	-	-	(11,873)	-
d) Elimination of VOA language services: Greek	-	(400)	-	-	(400)	-	-	-	-	(400)	-
e) Non Program Administrative Reductions	-	(2,601)	(595)	-	-	-	-	(807)	(1,199)	(2,601)	-
Program Increases	+	13,900	561	2,701	4,988	-	-	-	3,650	11,900	2,000
Reflects the increase above base operations to fund the following enhancements:											
a) Counter Extremism in Africa	+	8,000	561	1,901	4,788	-	-	-	750	8,000	-
b) Engaging New Audiences in the Middle East	+	2,900	-	-	-	-	-	-	2,900	2,900	-
c) Engaging New Audiences in China and Southeast Asia	+	200	-	-	200	-	-	-	-	200	-
d) Bolstering Broadcast Infrastructure	+	2,800	-	800	-	-	-	-	-	800	2,000
TOTAL FY 2014 BROADCASTING BOARD OF GOVERNORS REQUEST		731,080	70,105	184,956	200,717	23,804	95,910	35,750	111,338	722,580	8,500

**Broadcasting Board of Governors
Summary of Positions and FTE
As of September 30, 2012-2014**

	FY 2012 Actuals		FY 2013 Authorized		FY 2014 Request	
	Positions	FTE	Positions	FTE	Positions	FTE
<u>International Broadcasting Operations</u>						
<u>Federal Employees</u>						
International Broadcasting Bureau	246	259.5	297	260.7	283	281.5
American Salaries	235	254.5	286	249.7	272	270.5
Foreign Nationals DH/Personnel Service Agreements	11	5.0	11	11.0	11	11.0
Office of Technology, Services, and Innovation	456	339.9	547	424.2	543	424.2
American Salaries	191	180.1	224	204.0	224	204.0
Foreign Nationals DH/Personnel Service Agreements	265	159.8	323	220.2	319	220.2
Voice of America	1,152	1,145.0	1,283	1,183.4	1,219	1,131.2
American Salaries	1,125	1,133.0	1,252	1,183.4	1,190	1,131.2
Foreign Nationals DH/Personnel Service Agreements	27	12.0	31	-	29	-
Office of Cuba Broadcasting	119	120.0	136	128.2	79	79.3
American Salaries	119	120.0	136	128.2	79	79.3
Subtotal, Federal Employees	1,973	1,864.4	2,263	1,996.5	2,124	1,916.2
<u>Independent Grantee Organizations</u>						
RFE/RL	500	-	550	-	518	-
Employees	500	-	550	-	518	-
Radio Free Asia	268	-	286	-	280	-
Employees	268	-	286	-	280	-
Middle East Broadcasting Networks	763	-	885	-	909	-
Employees	763	-	885	-	909	-
Subtotal, Grantees Employees	1,531	-	1,721	-	1,707	-
Total, Broadcasting Board of Governors	3,504	1,864.4	3,984	1,996.5	3,831	1,916.2

Broadcasting Board of Governors
Summary of Funds
FY 2012 - FY 2014
(\$ in thousands)

	2012 Actuals	2013 Estimate	2014 Request	Increase or Decrease (-)
<u>INTERNATIONAL BROADCASTING BUREAU</u>				
Director, International Broadcasting Bureau	5,132	6,307	5,023	(1,284)
Office of General Counsel	2,454	2,224	2,250	26
Office of Chief Financial Officer	13,864	14,483	13,671	(812)
Office of Communications and External Affairs	1,958	1,690	1,707	17
Office of Strategy and Development	21,394	23,049	21,630	(1,419)
Office of Digital and Design Innovation	5,085	5,371	5,449	78
Office of Performance Review	5,209	5,249	4,465	(784)
Office of Contracting and Procurement	3,436	2,869	2,858	(11)
Office of Human Resources	9,152	9,678	9,421	(257)
Office of Civil Rights	1,139	1,151	1,062	(89)
Office of Policy	994	936	500	(436)
Office of Security	2,127	2,048	2,069	21
TOTAL, INTERNATIONAL BROADCASTING BUREAU	71,944	75,055	70,105	(4,950)
Reconciliation:				
(-) Balances In/Recoveries	(285)	-	-	-
(-) Reimbursements/Agreements	(65)	-	-	-
Enacted/Request Level IBB	71,594	75,055	70,105	(4,950)

<u>OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION</u>				
Director	524	578	580	2
Office of the CIO	18,421	18,115	20,650	2,535
Resource Directorate	2,727	2,628	2,651	23
Information Technology Directorate	18,900	17,173	17,459	286
Engineering and Transmission Directorate	31,982	31,936	31,915	(21)
Broadcast Technologies Division	1,332	1,181	1,193	12
Operations Division	74,751	75,412	68,527	(6,885)
Stations Division				
Domestic Transmitting Stations	11,190	11,317	6,894	(4,423)
Overseas Transmitting Stations	35,873	35,995	33,929	(2,066)
Monitors	1,100	1,158	1,158	-
TOTAL, OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION	196,800	195,493	184,956	(10,537)
Reconciliation:				
(-) Balances In/Recoveries	(5,053)	-	-	-
(-) Proceeds of Sale	(245)	(109)	-	109
(-) Reimbursements/Agreements	-	(138)	-	138
Enacted/Request Level TSI	191,502	195,246	184,956	(10,290)

<u>VOICE OF AMERICA</u>				
Office of the VOA Director	5,456	5,849	6,195	346
Associate Director, Operations	51,223	52,072	50,036	(2,036)
Associate Director, Central News	19,510	17,636	15,206	(2,430)
Associate Director, Language Programming	3,700	4,078	4,453	375
Africa Division	12,944	14,236	14,956	720
East Asia & Pacific Division	33,368	33,301	33,303	2
Eurasian Division	10,763	10,784	10,133	(651)
Latin American Division	5,859	5,811	5,083	(728)
Near East and Central Asia Division	5,992	5,848	4,898	(950)
South Asia Division	16,789	17,019	15,099	(1,920)
Persian News Network	18,047	17,934	16,996	(938)
English Division	16,686	17,278	14,908	(2,370)
Total, Domestic Operations	200,337	201,846	191,266	(10,580)
Domestic Correspondent Bureaus	1,412	1,765	1,784	19
Overseas Correspondent Bureaus	7,934	8,262	7,667	(595)
TOTAL, VOICE OF AMERICA	209,683	211,873	200,717	(11,156)
Reconciliation:				
(-) Balances In	(5,600)	-	-	-
(+) Balances Out	3,293	-	-	-
(-) Reimbursements/Agreements	-	(3,828)	-	3,828
Enacted/Request Level VOA	207,376	208,045	200,717	(7,328)

Broadcasting Board of Governors
Summary of Funds
FY 2012 - FY 2014
(\$ in thousands)

	2012 Actuals	2013 Estimate	2014 Request	Increase or Decrease (-)
OFFICE OF CUBA BROADCASTING				
OCB Directorate	771	809	720	(89)
Office of Administration	3,768	3,786	3,599	(187)
Radio Marti	4,553	4,603	3,455	(1,148)
New Media	1,109	969	828	(141)
Central News	5,331	5,272	3,643	(1,629)
TV Marti	5,330	5,583	4,139	(1,444)
Technical Operations	7,480	6,456	3,224	(3,232)
Greenville Transmitting Station	-	-	3,500	3,500
Computer Services	901	812	696	(116)
TOTAL, OFFICE OF CUBA BROADCASTING	29,243	28,290	23,804	(4,486)
Reconciliation:				
(-) Balances In/Recoveries	(1,290)	(24)	-	24
(+) Balances Out	24	-	-	-
Enacted/Request Level OCB	27,977	28,266	23,804	(4,462)
RFE/RL				
Content, Distribution and Marketing Division				
Director	2,509	2,188	3,152	964
Multimedia Strategy, Development and Training	1,473	1,484	1,552	68
Marketing & Affiliates	1,417	1,426	1,422	(4)
Language Services:				
Armenian	1,499	1,508	1,712	204
Azerbaijani	1,628	1,639	1,813	174
Balkans	4,210	4,239	1,027	(3,212)
Belarusian	2,489	2,506	3,012	506
Georgian	2,030	2,044	2,320	276
Kazakh	1,855	1,868	2,035	167
Kyrgyz	1,545	1,556	1,730	174
Radio Farda (Persian)	6,777	6,823	7,306	483
Radio Free Afghanistan (Dari and Pashto)	4,947	4,981	5,326	345
Radio Mashaal (Pashto)	2,710	2,728	3,000	272
Radio Free Iraq (Arabic)	2,162	2,177	768	(1,409)
Romanian to Moldova	1,009	1,017	1,124	107
Russian	8,216	8,272	9,345	1,073
North Caucasus Unit (Avar, Chechen and Circassian)	1,261	1,269	1,286	17
Tajik	1,510	1,520	1,671	151
Tatar-Bashkir	922	928	1,019	91
Turkmen	1,113	1,120	1,208	88
Ukrainian	2,303	2,319	2,395	76
Uzbek	1,393	1,403	1,520	117
News and Current Affairs	5,845	5,886	5,916	30
Total, Content, Distribution and Marketing Division	60,823	60,901	61,659	758
Office of President	1,827	1,840	1,937	97
Technology Division	21,058	20,749	21,506	757
Administration Division	4,874	4,907	4,932	25
Finance Division	7,392	5,489	5,876	387
Total, Offices	35,151	32,985	34,251	1,266
TOTAL, RFE/RL	95,974	93,886	95,910	2,024
Reconciliation:				
(-) Balances In/Recoveries	(800)	-	-	-
Enacted/Request Level RFE/RL	95,174	93,886	95,910	2,024

Broadcasting Board of Governors
Summary of Funds
FY 2012 - FY 2014
(\$ in thousands)

	2012 Actuals	2013 Estimate	2014 Request	Increase or Decrease (-)
<u>RADIO FREE ASIA</u>				
Programming Division				
Executive Editor	2,896	2,818	2,770	(48)
Program Services:				
Burmese Service	2,561	2,428	2,008	(420)
Cambodian Service	1,032	1,043	753	(290)
Cantonese Service	985	984	960	(24)
Korean Service	2,228	2,197	2,153	(44)
Laotian Service	1,454	1,428	1,222	(206)
Mandarin Service	4,658	4,600	4,511	(89)
Tibetan Service	3,858	3,906	3,860	(46)
Uyghur Service	1,185	1,225	1,225	-
Vietnamese Service	1,702	1,700	1,540	(160)
Program Offices:				
Ankara Office	68	31	-	(31)
Bangkok Office	501	292	272	(20)
Dharamsala Office	17	18	19	1
Hong Kong Office	572	528	526	(2)
Phnom Penh Office	492	516	463	(53)
Seoul Office	415	431	404	(27)
Taipei Office	127	131	134	3
Total, Programming	24,751	24,276	22,820	(1,456)
Office of the President	806	875	617	(258)
Freedom2Connect	6,800	-	-	-
Research, Training, and Evaluation	433	473	472	(1)
Technical Operations	9,636	6,086	6,025	(61)
HQ Facilities	-	3,530	3,627	97
Communications	270	282	263	(19)
Finance	1,573	1,651	1,522	(129)
Human Resources	405	416	404	(12)
Total, Admin, Mgt & Finance	19,923	13,313	12,930	(383)
TOTAL, RADIO FREE ASIA	44,674	37,589	35,750	(1,839)
Reconciliation:				
(-) Balances In/Recoveries	(3,000)	-	-	-
Enacted/Request Level RFA	41,674	37,589	35,750	(1,839)

<u>MIDDLE EAST BROADCASTING NETWORKS</u>				
Programming				
Alhurra	30,670	31,827	31,533	(294)
Alhurra Iraq	4,425	4,221	4,227	6
Radio Sawa	9,808	10,006	11,112	1,106
New Media/Web	2,836	2,778	2,346	(432)
Afia Darfur	528	540	983	443
Total, Programming	48,267	49,372	50,201	829
Overseas Offices				
Baghdad Bureau	4,571	4,641	2,706	(1,935)
Beirut Production Center	5,340	6,130	6,147	17
Cairo Bureau	3,589	4,049	4,145	96
Dubai Production Center	6,422	6,578	6,623	45
Jerusalem Production Center	1,997	2,422	2,434	12
Rabat	-	-	813	813
Tunis	-	-	697	697
Tripoli	-	-	697	697
Benghazi	-	-	697	697
Total, Overseas Offices	21,919	23,820	24,959	1,139
Administration				
Technical Operations	24,272	22,630	22,680	50
Administration	12,684	13,984	10,931	(3,053)
Creative Services	2,126	2,211	2,216	5
Communications	390	351	351	-
Total, Administration	39,472	39,176	36,178	(2,998)
TOTAL, MIDDLE EAST BROADCASTING NETWORKS	109,658	112,368	111,338	(1,030)
Reconciliation:				
(-) Balances In	(741)	(1,426)	-	1,426
(+) Balances Out	1,426	-	-	-
Enacted/Request Level MBN	110,343	110,942	111,338	396

Broadcasting Board of Governors
Summary of Funds
FY 2012 - FY 2014
(\$ in thousands)

	2012 Actuals	2013 Estimate	2014 Request	Increase or Decrease (-)
<u>BROADCASTING CAPITAL IMPROVEMENTS</u>				
Maintenance, Improvements, Replace and Repair	3,568	3,751	2,850	(901)
VOA TV	676	890	740	(150)
Security	1,247	1,831	723	(1,108)
HVAC and Electrical Maintenance	713	759	669	(90)
OCB	-	338	167	(171)
Upgrade of Existing Facilities	3,467	6,808	2,000	(4,808)
Satellite & Terrestrial Program Feeds	1,113	1,897	1,351	(546)
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	10,784	16,274	8,500	(7,774)
Reconciliation:				
(-) Balances In/Recoveries	(7,112)	(9,201)	-	9,201
(+) Balances Out	9,201	-	-	-
(-) Sale of Property in Erching, Germany	(5,843)	-	-	-
Enacted/Request Level BCI	7,030	7,073	8,500	1,427

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Chief Executive Officer Proposal

The FY 2014 Budget includes a legislative proposal to establish a Chief Executive Officer (CEO) for U.S. international broadcasting. Establishing a CEO is a key objective of the BBG and the Administration. The proposal will improve the management and efficiency of BBG operations.

The BBG's governing board has repeatedly voiced support for creation of a CEO, an element in their five-year strategic plan, and has previously submitted language to the Congress for such a position. The Department of State's Office of the Inspector General underscored the importance of such an action.

The BBG 2012-2016 strategic plan lists several needed structural reforms, including having a hands-on CEO, and notes that "today's economic realities argue for correcting our organizational inefficiencies."

The plan goes on to note that "the current structure complicates managing resources for highest impact as well as the integration and projection of core talents and capabilities. It obstructs efforts to transform the agency's assets into an integrated network that can take advantage of the wide-ranging, highly professional newsgathering activities done by each BBG entity."

In a January 2012 vote to move forward with a number of structural reforms, the BBG board set forth its views on the CEO concept this way: "The position of Chief Executive Officer of United States International Broadcasting (the "CEO"), reporting to the Board of Governors, shall be created. The CEO will be empowered to provide day-to-day executive leadership for United States international broadcasting and should have management authority over the federal and non-federal elements of United States international broadcasting, subject to Board oversight."

The Office of the Inspector General wrote in January 2013 that "the concept of a CEO with clearly delineated authorities and responsibilities, complemented by a part-time, Presidentially appointed board of directors focused on strategic issues, has worked well with entities like the Millennium Challenge Corporation and the Corporation for Public Broadcasting. A CEO would allow the Board to put the necessary focus on these strategic concerns and keep out of day-to-day management."

This Budget establishes the position of a CEO who will be chosen by and report to the Board. The CEO will be empowered to provide day-to-day executive leadership for U.S. international broadcasting and will have management authority over the federal and non-federal elements of U.S. international broadcasting. The Board will retain the critical role of setting the strategic direction of U.S. international broadcasting, as well as evaluating its journalistic quality and maintaining its journalistic integrity.

The CEO will implement the strategies developed by the Board. This move will allow the Agency to respond more nimbly to management challenges identified by the BBG, the OIG, the GAO, the White House, and the Department of State.

The proposed legislation:

- Changes the Board's quorum requirement from five (5) Governors to a majority of currently-serving Governors.
- Retains the Board's statutory role of setting strategic direction, evaluating the agency's journalistic quality, and maintaining the journalistic integrity of US international broadcasting.

- Assigns day-to-day operational authorities of US international broadcasting to the CEO, including carrying out strategic direction, managing grant agreements, and supervising and allocating funds appropriated for all broadcasting activities.
- Requires the Board to select a CEO within 180 days of enactment of the law. Stipulates that the CEO is to be appointed to a 5-year renewable term and can be removed by a 2/3 majority vote of the Board.
- Requires the CEO to submit proposed budgets to the Board.
- Abolishes the position of IBB Director and transfers the functions and authorities of the IBB Director to the CEO.
- Gives the CEO express authority over VOA and OCB and clarifies that both entities report to the Board through the CEO.
- Establishes that leadership of the grantees will communicate and report to the Board through the CEO.
- Gives the CEO, as a condition of any grant, the authority to “redirect funds within the scope of the grant as needed in order to maintain consistency with Board-approved agency priorities world-wide.

Summary of Investment Proposals

The FY 2014 budget request reflects the continued critical role of BBG broadcasts in support of U.S. national interests and continues the implementation of the BBG's Strategic Plan, *Impact through Innovation and Integration*. Funding decisions in this request have been made in a concerted effort to reprioritize, streamline, conserve resources, increase collaboration, and reduce duplication among BBG funded activities. The budget request was informed by the tactical implementation steps contained in the strategic plan. These steps are designed to expand reach and impact in support of the BBG mission.

The FY 2014 Budget Request would enable the Agency to support its most critical base operations and capital requirements as well as provide additional funds to support a limited number of new initiatives. The BBG understands the difficult financial environment, and major efforts were made to reduce Agency spending while providing growth in key areas. These efforts are predicated on the Board's strategy of fiscal and structural reform coupled with assertive audience growth and mission fulfillment.

1. Countering Extremism in Africa	\$8.0 Million
2. Covering the Transforming Maghreb	\$2.9 Million
3. Engaging New Audiences in Burma	\$0.2 Million
4. Bolstering Broadcast Infrastructure	\$2.8 Million
Renovation and Consolidation of Cohen Building Office Space	\$1.8 Million
Realigning Shortwave Transmission Assets	\$1.0 Million

In addition to these investments, the BBG request reflects an increase of \$14.8 million above the 2013 level in order to maintain current services into 2014. This amount for base adjustments is the result of significant mandatory increases; it covers salary and benefit increases (\$4.6 million), as well as inflation, rent, contractual services, and other operating expenses (\$10.2 million).

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Investment Proposal

Countering Extremism in Africa

\$8.0 Million

In order to counter the growing threat of extremism in the Trans-Sahel region of Africa, the BBG is proposing an investment of \$8 million to create a multi-channel, multi-language information and engagement campaign for youth.

Three Islamic insurgencies have rapidly gained strength in Africa: the splinter group of al Qaeda in the Islamic Maghreb (AQIM), which until recently controlled the northern half of Mali and is part of the larger al Qaeda group that operates in parts of Mauritania, Mali, and northern Niger; al Shabaab in Somalia, which has seen military reverses in the past year but is still strong and has made its presence felt; and the newest group, Boko Haram in Nigeria. The head of the U.S. Africa Command, General Carter Ham, has called these three among “the most dangerous” of the world’s terrorist groups. He warns that these groups are now coordinating their efforts, sharing weapons, training, and money.

These three religion-based insurgencies threaten stability and the authenticity of the governments in their host countries; they inflict violence and death at will; and they have chilled potential economic investment and growth in Africa. These are not the only terrorist groups active in Africa, but these three have explicit ties to al Qaeda – ties that were documented in the letters captured following Osama Bin Laden’s death. These terrorist groups are based in countries that are among the poorest in the world, with high rates of joblessness, and large populations of idle youth. Their members include mercenaries returning home from conflicts in Iraq, Afghanistan, Pakistan, and, most recently, Libya with new weapons and newly learned skills. According to a January 2012 U.N. Security Council report on the impact of the Libyan crisis on the Sahel region, Tuareg rebels in northern Mali fought for Moammar Qadhafi, in the process acquiring and smuggling southward rocket-propelled grenades, machine guns with antiaircraft visors, automatic rifles, ammunition, grenades, explosives, and light antiaircraft artillery.

The growing strength and ferocity of these movements has great implications in Africa’s large Muslim population, and global security more broadly.

Propaganda is key to their destabilization campaigns. Al Shabaab has a Twitter feed, as well as an increasingly sophisticated production unit, mentored by al Qaeda’s “Global Islamic Media Front,” that creates audio and video content that it forces local broadcasters to air. The situation in northern Mali remains uncertain even though the religious extremists have been forced out of the major cities and some VOA programming is again being heard in the northern part of the country. Boko Haram, meanwhile, routinely targets Nigerian and international media with violence and threats, blowing up a newspaper office in April 2012 and threatening seven additional newspapers and the VOA Hausa Service in a subsequently released YouTube video of the attack.

Media environments in the region lack credible, professional, indigenous information alternatives, making the area an especially good fit for content from international broadcasters.

Governments throughout the trans-Sahel are mostly amenable to international media, willing to grant broadcast licenses, journalist visas, and permission to build bureaus and to cooperate on media development activities such as training of local reporters.

BBG's strong, well-respected brands in the region, Voice of America and Radio Sawa, already attain significant reach – above 30 million weekly listeners and viewers – providing an extensive audience base on which to build. With additional content and additional languages, the U.S. international broadcasters are well-positioned to dramatically expand their reach and impact. The Voice of America, Radio Sawa, and Alhurra Television inform, connect, and engage audiences in support of freedom and democracy. Through BBG broadcasters, the U.S. will challenge the ideology of extremist groups with alternate narratives, strengthen democratic institutions, open a space for public civic participation, and address the quality of life concerns that fuel the insurgencies.

This investment creates a multi-channel, multi-language information and engagement initiative for youth in the Trans-Sahel. It will allow BBG to dominate the information space, drive the news and discussion agenda, and drown out extremist messages – all achievable goals in such media-poor countries, where BBG has strong brands and audiences.

VOA and MBN will target people ages 15-30, in a region where the median age is approximately 17, in the core trans-Sahel countries of Chad, Mali, Mauritania, Niger, Nigeria, Sudan, and South Sudan. Content will include local, regional, and international news, reported by an extensive network of correspondents, stringers, and citizen journalists, as well as programming on jobs, health, inter-tribal issues, religion, education, food, women's and family issues, governance, and the environment, allowing the BBG to fully address the many intersecting societal factors that lead to the growth of extremist movements. Radio Sawa will augment its programming in Arabic for sub-Saharan Africa, while VOA will expand its offerings in French, Hausa, and Bambara. This will complement current VOA programming to the region, including a Songhai initiative begun in FY 2013. BBG broadcasters will also engage local audiences on the ground through journalism training.

New programs will include:

- Radio Sawa Arabic – 24/7 and 12/7 youth-targeted music, news and information radio streams for the region for broadcast on new BBG FMs (some, e.g., Chad, will be split between VOA Arabic and VOA French)
- VOA French – 24/7 youth-targeted music, news, and information radio stream for the region, with a 30-minute TV news show Monday through Friday, plus mobile initiatives
- VOA Hausa – 15-minute daily TV/video program Monday through Friday, plus digital and mobile content and distribution
- VOA Bambara – 30 minutes radio daily plus mobile content and newscasts for placement

Content will be carried on a mix of platforms, according to varied audience preferences throughout the region. Overall weak media environments still strongly favor radio (including

shortwave), with growing use of TV, especially in urban areas. Nigeria, in addition having a vibrant TV market, also is experiencing rapid growth in mobile use.

BBG is currently able to cover some of the trans-Sahel region with a good quality medium wave signal and the entirety of the region with shortwave. While audiences nearly everywhere prefer FM when it is available, the significant rural populations in these countries are likely best reached on the longer-range frequencies. Even relatively sophisticated Nigeria remains a market with high shortwave usage.

To complement those regional distribution methods and reach audiences in more developed areas, the BBG will expand FM distribution. FM distribution in the region takes two forms: BBG built, owned, and operated FM transmitters in major cities; and affiliation with reputable local broadcasters, who carry BBG content to complement their existing broadcast schedules and reach their established audiences. Both avenues will be critical in the region. The BBG will expand its already fairly well-developed network of affiliates by offering compelling content, media training, opportunities for partnership (including co-production of content), and broadcasting equipment to additional stations. The BBG will also build on its successful “Embassy FM” initiative to build FM transmitters on the grounds of U.S. Embassies and Consulates or elsewhere in major cities with the assistance of Embassy personnel. As noted above, in some locations, time on BBG-controlled FM’s will be split between Radio Sawa and VOA, consistent with local audience language preferences.

Television is a critical means of reaching audience in urban areas throughout this region, particularly in Nigeria, where it is used by nearly three quarters of the adult population. Existing and additional television programs in English, Hausa, and French for the region will be distributed primarily through placement with credible local affiliates.

The trans-Sahel region of Africa has a wide-variety of digital media “eco-systems”, from the very basic SMS/voice access in Northern Mali to the relatively sophisticated digital market of Nigeria. Because of the diversity of the digital media ecologies in the Trans-Sahel region, a range of different digital tools need to be deployed, with various combinations of mobile SMS, Interactive Voice Response (IVR), basic browser and full-featured mobile web sites, and social media outreach.

Country	Languages	Platforms
Chad	French, Arabic	24/7 FM (N’Djamena), FM affiliates, SW, mobile SMS/IVR, basic web browser
Mauritania	Arabic, French	24/7 FM (Nouakchott), FM affiliates, SW, mobile SMS, IVR, basic browser
Mali	Bambara, French, Arabic	24/7 FM (Bamako), FM and TV affiliates, SW, mobile SMS/IVR
Niger	Hausa, French, Arabic	24/7 (Niamey), FM and TV affiliates, SW, AM, mobile SMS, IVR, basic browser
Nigeria	English, Hausa	SW, AM, FM & TV affiliates, mobile SMS/IVR/web, basic browser, social media

Sudan	Arabic	24/7 FM (Khartoum, other cities), SW, AM, sat TV, mobile SMS, IVR, basic browser
South Sudan	English, Arabic	24/7 FM (Juba), SW, AM, FM affiliates, mobile SMS, IVR, basic browser

Performance Goal	FY 2014 Target	FY 2015 Target	FY 2016 Target
Increase measurable audience in Nigeria	Establish baseline	Add 2 million additional unique audience	Add 1 million additional unique audience
Increase measurable audience in Chad	Establish baseline	Add 100,000 additional unique audience	Add 50,000 additional unique audience
Increase measurable audience in Mauritania	Establish baseline	Add 70,000 additional unique audience	Add 30,000 additional unique audience
Increase measurable audience in Mali	Establish baseline	Add 75,000 additional unique audience	Add 30,000 additional unique audience

Entity	FY 2014 Investment Funding (in thousands)
VOA	\$4,788
MBN	750
TSI	1,901
IBB	561
Total	\$8,000

Investment Proposal

Covering the Transforming Maghreb

\$2.9 Million

The BBG proposes to build its newsgathering and programming capability in Libya, Tunisia, and Morocco in order to expand U.S. public diplomacy reach and impact across the critical Maghreb region.

Following the success of U.S. and NATO forces in eliminating Osama bin Laden and many of his top lieutenants in Afghanistan and Pakistan, the threat of al Qaeda-linked violent extremism has migrated in large part to other regions: the Maghreb, the trans-Sahel, and the Gulf states. One of the most active and dangerous al Qaeda affiliates operating today is al Qaeda in the Islamic Maghreb (AQIM), which has exploited the chaos surrounding political transitions to solidify the space and resources needed to plan and carry out attacks against domestic and international targets.

AQIM, according to General Carter Ham, head of the U.S. military's Africa Command, is "al Qaeda's best funded, wealthiest affiliate." The group has been active in Algeria, Mali, Niger, and Mauritania for approximately 10 years, but has become dramatically more threatening since the fall of the Moammar Qadhafi regime in Libya. The Qadhafi regime was propped up in its final months by mercenaries from surrounding countries, and a significant number of those fighters are now members of al Qaeda-linked Islamist militant groups. Battle-trained during the Libyan revolution, they returned to their countries of origin smuggling military-grade weapons and hardware acquired from the falling Qadhafi regime. The result is already apparent in Mali, where an alliance between Tuareg rebels and Islamist militants took over much of the country, until they were scattered by invading French forces. As the French leave, AQIM looks likely to continue to exploit the power vacuum to maintain some operations in northern Mali. The group has taken numerous Western hostages, carried out deadly attacks in Algeria, allied itself with Nigerian Islamist militant group Boko Haram, and explicitly avowed its desire to attack the United States.

AQIM is adept at propaganda, engaging audiences on traditional and new media platforms to bolster recruitment, intimidate their opposition, and justify their acts of violence. It makes extensive use of video in its propaganda efforts. One AQIM film is nearly two hours in length, showcasing its attacks throughout the region and featuring footage of Osama bin Laden. Active jihadi Internet forums offer a space for the like-minded to gather, reinforce extremist ideology, and recruit young militants.

Societies in transition, such as Libya, are prone to increased terrorist activity and recruitment. Most at risk of recruitment into terrorist activity are alienated young people. There is a youth bulge across the Arabic-speaking world, including the Maghreb, particularly in some of the most unstable countries. While BBG offers an array of programming targeting Arabic-speaking audiences across the Middle East, this proposal seeks additional funding to more effectively reach the citizens of the Maghreb countries, a population critical to U.S. national security and the regional trend toward democratization. The Maghreb was the birthplace of the Arab Spring. The

profound transformations brought on by popular revolutions in countries such as Libya and Tunisia are still underway, as populations freed of dictators begin to decide what kinds of nations they will build in the aftermath. Such pivotal issues as the role of Islam in society, the rights of women and minorities, and the freedom of the press are far from settled in some Maghreb states.

BBG's annual, strategic review of all of its programming yielded some important insights on the state of the Arab media landscape. As the Arab Spring swept away dictatorships, it also opened up space for new, locally-relevant media in many countries previously dominated by biased state media and the pan-Arab satellite channels. These local ventures are attracting large audiences, to the detriment of all pan-Arab broadcasters, including Alhurra. However, their programming, while local, relevant, and engaging, is often not responsible or journalistically sound. Channels and stations are owned by political parties, religious factions, or others with an interest in message control and manipulation of the important discussions taking place right now within many Arab societies. U.S. perspectives regularly are distorted or not reported at all. From attacks on journalists and bloggers to government restrictions on content deemed blasphemous or insulting, private media in the Maghreb operate in a restricted and sometimes dangerous environment.

In response to these trends, BBG's Arabic-language broadcasting must become more locally relevant, more engaging, and more creative. The BBG must reach audiences in the Maghreb with content that matters to them.

To expand US public diplomacy reach and impact across the critical Maghreb region, the BBG proposes to build its newsgathering and programming capability in Libya, Tunisia, and Morocco. At present there are no bureaus to provide programming support in the Maghreb region, which is transforming during this time of historic shifts in political and social structures of the Middle East and North Africa. With fixed, limited resources strategically positioned on the ground, MBN will be able to increase local production and expand Maghreb-centric news and information programming on Alhurra and Radio Sawa.

MBN proposes to establish four small bureaus – in Casablanca, Tunis, Benghazi, and Tripoli – to serve reporters strategically deployed throughout the Maghreb. The bureaus will expand production capability exponentially, increase production control and increase cost efficiency by eliminating reliance on third-party vendors. This investment will pay dividends in increasing coverage capability of issues of local and regional importance emanating from the Maghreb, therefore expanding the relevance, as well as the reach and impact, of our Arabic-language programming in the region. In addition, the huge population of some of the Maghreb nations (nearly 50 million adults in Morocco and Algeria alone) make them an especially attractive target audience for BBG as we seek to expand our global reach.

Performance Goals and Measures

This proposal would support MBN's strategic objectives by:

- Creating and maintaining a distinct brand through high-quality, relevant, innovative programming & content.

- Increasing MBN's reach in the Maghreb region with strategic newsgathering that speaks directly to its target audience.
- Engaging our audience with a range of perspectives on regional and global affairs that will differentiate MBN content and create brand loyalty.

MBN projects the investment would increase our reach in the Maghreb region over two years.

Performance Goal	FY 2014 Target	FY 2015 Target	FY 2016 Target
Increase measurable reach in the Maghreb.	28%	33%	35%

Entity	FY 2014 Investment Funding (in thousands)
MBN	\$2,900
Total	\$2,900

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Investment Proposal
Engaging New Audiences in Burma
\$0.2 Million

In support of the Administration's strategic emphasis on Asia, BBG proposes an investment in visual content and engagement for audiences in Burma.

The President and senior U.S. officials have repeatedly emphasized the growing importance of the Asia-Pacific region to U.S. security and economic interests. Former Secretary of State Hillary Clinton called the 21st century "America's Pacific century" and advocated "substantially increased investment – diplomatic, economic, strategic, and otherwise," in support of American interests and American values in the region.

VOA and RFA have long broadcast Burmese-language programs to audiences in Burma via shortwave and more recently satellite television. Those distribution channels continue to be critical and will continue to be used. With Burma's 2012 democratic opening, there are new opportunities for U.S. broadcasters to provide content for Burmese audiences and to secure affiliations with domestic Burmese media for placement of that content.

BBG broadcasting can offer critical support to the U.S. policy objectives of 1) capacity-building, 2) reaching beyond the center, and 3) national reconciliation. Beyond our local, regional, and international news reporting, BBG broadcasters offer content such as English learning programming, and ethnic-language broadcast segments to reach minority groups in outlying areas. These specialty programs directly support the U.S. objective of a peaceful, united, and prosperous Burma.

The Burmese media market is relatively under-developed. While 54 percent of Burmese adults own a television and 55 percent own a radio, only two percent own a computer and less than one percent have access to the Internet. New BBG placement efforts have focused on traditional radio and television broadcasting. BBG has scored affiliations with state-controlled Myanmar Radio and TV for placement of VOA English-teaching programs and with the quasi-private Skynet satellite TV company for VOA Burmese-language TV products. BBG continues to explore prospects for further placement, including on the popular Shwe FM network. Placement of RFA content on local channels has thus far not been possible, but BBG continues to press the case for RFA with Burmese government and media representatives.

The emerging affiliations opportunities are driving increased RFA and VOA reporting and program production. RFA and VOA have strengthened inroads and networks of in-country contacts in Burma to enable greater reporting on local issues. VOA Burmese intends to expand production of news and educational products. VOA proposes \$200,000 to hire contractors in Washington and Rangoon to shoot and edit video content for VOA television and digital platforms. The funding will enable VOA to increase its original reporting and thereby strengthen its daily television offerings. The programs will be featured on Burmese affiliate stations as well as the BBG satellite stream.

Performance Goal	FY 2014 Target	FY 2015 Target	FY 2016 Target
Grow audiences in Burma.	Establish baseline	Additional 1 million weekly audience	Additional 1 million weekly audience

Entity	FY 2014 Investment Funding (in thousands)
VOA	\$200
Total	\$200

Investment Proposal

Bolstering Broadcast Infrastructure

\$2.8 Million

In order for BBG programming to reach audiences around the world, the agency relies on a vast and complex broadcast infrastructure to support radio, television, and digital delivery. The BBG is proposing an investment of \$2.8 million in broadcasting infrastructure and related support costs, in order to fulfill the strategic plan objective to rationalize program delivery. Both of the projects described below will also yield future savings through positioning the agency for more efficient operations.

Consolidation of Cohen Building Office Space

[+\$1.8M]

In order to achieve a substantial recurrent reduction of as much as \$3 million in annual rent costs, the BBG will begin to consolidate space requirements in the Wilbur J. Cohen Building and reduce occupancy of the Mary E. Switzer Building. The agency expects to consolidate up to 75,000 square feet of space currently utilized by about 60 agency employees to reduce rent costs. This renovation and consolidation will help to establish facilities that are more cost-effective and appropriate for the transition to digital distribution technologies.

Performance Goal	FY 2014 Target	FY 2015 Target	FY 2016 Target
Optimize office space usage and costs	6,000 sq. ft. of space in the Cohen Building will be renovated	30,000 sq. ft. of additional vacant space in the Cohen building will be renovated, and BBG/VOA divisions will be realigned	21,500 sq. ft. of additional vacant space in the Cohen building will be renovated, and BBG/VOA divisions will be realigned

Realigning and Evolving Shortwave Transmission Assets

[+\$1.0M]

By realigning and evolving shortwave transmission assets, this investment will continue and improve service to critical targets of the world while optimizing operating costs by increasing utilization of existing lower cost BBG transmission stations and eliminating or reducing reliance on external leases. Focus is placed on improving transmissions to Africa, Afghanistan, Pakistan, Iran, Tibet, and Western China. This proposal will not eliminate shortwave; rather, it will restructure and evolve the BBG shortwave distribution network to leverage the use of stations with the lowest operating costs and maintain adequate shortwave service to high priority target areas where shortwave transmissions will continue to be important to satisfy agency mission requirements. Out-year cost savings are estimated to be \$1.25 million annually. This will be a multi-year project.

Performance Goals	FY 2014 Target	FY 2015 Target	FY 2016 Target
Realign Kuwait transmitting station	Add one shortwave antenna	Expand transmitter building and add two shortwave antenna pairs and two shortwave transmitters Target Savings = \$800,000/year	Add two shortwave antenna pairs and two shortwave transmitters Target Savings = \$1,000,000/year
Realign Sri Lanka transmitting station	Divide antenna feed and add additional transmitter	Target Savings = \$70,000/year	Target Savings = \$70,000/year
Realign Djibouti transmitting station		Shortwave antenna and transmitter installed	Target Savings = \$100,000/year

Target annual savings result from the reduction of the use of more costly SW antennas within the IBB global transmission network and reduction of costly external SW leases.

Entity	FY 2014 Investment Funding (in thousands)
IBO/TSI	\$800
BCI	\$2,000
Total	\$2,800

Summary of Reductions

The BBG is proposing reductions in FY 2014 totaling \$45.0 million. These include rationalizing distribution through cuts to outmoded delivery platforms such as shortwave and medium wave, although the BBG will retain service in both where still effective; making language service reductions to reduce overlap, increase cooperation, and ensure that broadcasters will provide complementary content; streamlining and restructuring central news operations; realizing savings in information technology; and making other administrative and support reductions where feasible. These proposed reductions are consistent with the BBG 2012-2016 Strategic Plan, which prioritizes broadcasting in support of democracy and countering pockets of extremism while achieving efficiencies in line with available resources.

Program Reductions: Voice of America

Consolidate and Reorganize VOA Central News and English Divisions **[-\$3.7M]**

VOA [-\$3.0M]

TSI transmissions [-\$0.7M]

This proposal involves streamlining and restructuring English language news gathering and programming at VOA. VOA Central News will accelerate its transition to multimedia production of original news content while reducing its output of blended news wires for language service translation. Central News will also act as a clearinghouse for original content produced by VOA language service journalists. The strengths of VOA, RFE/RL Central News, and the other BBG broadcast entities will be leveraged to enhance global newsgathering for all U.S. international broadcasting entities. This inter-entity coordination is underway with the launch of an online news widget, the Global News Dashboard (www.globalnewsdashboard.com), which displays original content in English from VOA, RFE/RL, and RFA. Furthermore, the entities have been sharing coverage and feeds of news events such as the 2012 U.S. political conventions.

Under this budget, VOA will continue successful efforts to produce content for web and other digital platforms (including audio and video) for targeted English-speaking audiences. Radio functions and corresponding staff will be consolidated. Learning English will absorb Special English functions, and take on a broader strategy of producing effective American English teaching products for a global audience.

The global delivery platform for VOA and other BBG English-language content is primarily the Internet, through BBG's own sites as well as content aggregation and digital affiliations. BBG audiences for English on shortwave are fractional. Accordingly, this proposal also ends all English shortwave and medium wave transmissions to the Middle East, eliminates one hour of English medium wave to East Asia, and reduces medium wave transmission and simultaneous shortwave frequencies for Special English.

The exception to otherwise low audience figures for English is targeted English to Anglophone Africa, where VOA reaches sizeable audiences and shortwave remains effective in many

markets. VOA English is also successfully distributed in Africa via a growing network of BBG owned-and-operated FM radio stations, via content syndication on affiliated FM and TV stations and via satellite TV. It is thus appropriate to take limited reductions in the number of simultaneous shortwave frequencies for English to Africa.

Global English, after the shortwave transmission decreases, will feature a 24/7 multi-media website with audio and video products, a growing mobile product line, and an active social media presence. VOA will also produce TV programming for Africa and other regions, plus signature music and cultural programs.

English programming will be targeted to areas where there is a large audience for English as a second language, such as the Middle East, South Asia, China and Southeast Asia. The types and formats of Learning English content will be increased.

Thirty-five positions will be decreased in the News and English divisions under this proposal.

Reduce VOA Urdu Radio **[-\$2.4M]**

VOA *[-\$0.3M]*

TSI transmissions *[-\$2.1M]*

This proposal will reduce Urdu radio from the current 12 hours daily to a primetime programming block. It will also end shortwave and reduce one of two medium wave transmissions for VOA. Pakistan is primarily a TV market and shifting resources and programming to TV follows market trends. Radio listening has been on the decline in Pakistan. According to BBG research (December 2012), 17 percent of adults in Pakistan listen to radio on a weekly basis. Most listening is via FM; 11 percent of adults say they listen via FM on a weekly basis, compared to four percent for medium wave and two percent for shortwave. VOA will continue its beneficial FM placement on Pakistan Broadcasting Company and some direct transmissions on medium wave, as well as 2.5 hours of original TV programming per week, distributed via top-rated affiliates. VOA Urdu radio and TV content is also available on the Internet. Four positions will no longer be needed.

Reduce VOA Contractors **[-\$2.0M]**

This proposal will reduce the number of contract staff in VOA throughout the News Division, Broadcast Operations, and the regional divisions.

Rationalize Afghan Radio Services **[-\$1.4M]**

VOA *[-\$0.8M]*

TSI transmissions *[-\$0.6M]*

BBG boasts the most successful radio service in Afghanistan in RFE/RL's Radio Azadi, which broadcasts in a stream with VOA's Radio Ashna. This proposal will increase coordination between the two, segmenting mission roles more clearly.

VOA will reduce radio broadcasts in Dari, Pashto, and English during late night and early morning hours when listening is lowest. Two hours each of VOA Dari and Pashto radio broadcasts will remain daily.

VOA's TV Ashna will continue. TV Ashna is a trusted source of news and captures a strong television audience. In Afghanistan's top five cities, TV Ashna reaches 62 percent of adults weekly. Remaining distribution includes television (state broadcaster affiliation and direct-to-home satellite), radio (shortwave, medium wave, FM affiliates, and IBB-owned FMs), Internet, and mobile. VOA Ashna will need 10 fewer positions under this proposal.

Reduce VOA Persian News Network Staffing **[-\$1.0M]**

VOA [-\$0.9M]

TSI transmissions [-\$0.1M]

This proposal will eliminate VOA Persian radio – one shortwave hour daily – and continue the same level of TV broadcasting. 2012 research found that VOA Persian had a one percent weekly reach on radio and 21 percent weekly reach on television. Remaining VOA Persian distribution will include direct-to-home satellite radio and TV, Internet, and mobile. Radio audiences will continue to be served by the 24/7 news, information, and music radio stream to Iran on shortwave and medium wave through RFE/RL's Radio Farda service. Four positions and some contract staff will be reduced in VOA Persian.

Reduce Latin American Division Positions **[-\$0.8M]**

VOA [-\$0.7M]

TSI transmissions [-\$0.1M]

The VOA Latin American Division broadcasts to South America, Central America, and Mexico in Spanish and to Haiti in Creole.

While media freedom remains a concern in Latin America and the Caribbean, media markets are largely diverse and competitive. VOA's niche has evolved into U.S.-related as opposed to local news. Accordingly, VOA Spanish has employed a "U.S. Bureau" strategy in which it partners with major media outlets in the region to provide custom reports and program packages and live inter-actives. New research validates this approach: the service has increased its audience dramatically, now reaching more than 26 million people weekly up from just three million a few years ago. Audience reach is also high for BBG radio broadcasts in Haiti, with 25 percent of adults tuning in weekly.

The U.S. Bureau approach has also proved highly cost-effective. With a cadre of experienced journalists in Washington and stringers selectively placed in bureaus in the U.S., VOA Spanish is able to service its affiliate clients very efficiently.

In a related development, collaboration between VOA Spanish and Radio and TV Martí will drive synergies going forward without compromising the mission of either broadcaster. Martí stringer reporters, for instance, will be available to VOA Spanish for any of its needs to source content in the region (the U.S. Bureau strategy doesn't eliminate some VOA in-region news coverage, especially to cover angles related to the U.S – e.g., trade, security, etc.). VOA's Creole Service has been a lifeline for Haiti since the devastating earthquake in January 2010. As time has passed, local FM stations have come back on stream, the outsized role played by the service has diminished, and Creole's surge effort has moderated. Recent audience research shows listening levels have reverted to historical norms.

This proposal adjusts VOA service to the hemisphere based on the above factors. The combined effect of a shift in strategic focus, operational efficiencies, collaboration with the Martí, and the end of surge broadcasting in Haiti will allow a reduction of eight positions in the division.

On the distribution side, radio and TV broadcasts via affiliate stations yield almost all VOA audience in the region. Thus all VOA shortwave broadcasts to Latin America will end.

Reduce VOA Georgian Service **[-\$0.6M]**

VOA	[-\$0.5M]
TSI transmissions	[-\$0.1M]

VOA is moving primarily to a television platform for Near East & Central Asia markets, with an emphasis on the “U.S. bureau” model with strong local affiliate stations. To this end, the budget request will reduce expenses and four staff positions related to Georgian radio. The remaining staff and funds will be used to focus efforts on television, which is the medium with the greatest potential for audience growth in the region.

This proposal will end all shortwave transmissions to Georgia. Less than one percent of Georgians listen to shortwave radio on a weekly basis. Remaining distribution includes Internet, television (public broadcaster and satellite), and mobile.

Reduce VOA Near East and Central Asia Front Office Positions **[-\$0.6M]**

This proposal will eliminate six positions from the Near East and Central Asia front office.

Close VOA New Delhi Bureau **[-\$0.5M]**

This proposal will close VOA’s news bureau in New Delhi, India. VOA will rely instead on its network of stringers in New Delhi and Dharamsala. VOA ended Hindi-language broadcasting to India in 2008. This reduction includes three positions, associated salaries, and operating expenses.

Eliminate VOA Greek Service **[-\$0.4M]**

A member of the European Union and NATO, with an established democracy and free media, Greece no longer meets criteria justifying VOA broadcasts. Furthermore, a saturated Greek media market has rendered VOA broadcasts uncompetitive. Four positions will be reduced in this proposal.

Eliminate VOA Albanian Radio **[-\$0.3M]**

VOA	[-\$0.3M]
TSI transmissions	[-\$0.02M]

The proposal eliminates VOA radio broadcasts to Albania, focusing on the Service’s highly successful television product. Only five percent of the Albanian population uses shortwave radio on a weekly basis. TV ownership is ubiquitous, and more people own a satellite dish (64 percent) than own a radio (62 percent). VOA reaches 47 percent of adults in Albania on TV and only five percent on radio. In Kosovo, VOA reaches 57 percent on TV and just eight percent on radio. Finally, in Macedonia, VOA Albanian television’s reach is 28 percent weekly, while weekly reach on radio is only three percent. Remaining distribution includes highly-rated TV affiliates and Internet. Three positions will be eliminated in this proposal.

Reduce VOA Overseas Positions**[-\$0.3M]**

This proposal eliminates three VOA overseas correspondent positions at the news bureaus in Beijing, Jerusalem, and Moscow.

Rationalize VOA Transmissions**[-\$1.1M]***TSI transmissions**[-\$1.1M]**Azerbaijani*

This proposal ends shortwave transmissions for VOA. Weekly use of shortwave in Azerbaijan is just two percent while weekly television use is ubiquitous at 99 percent and 57 percent of adults own a satellite dish. Remaining distribution includes: satellite radio (TurkSat); satellite TV (Eutelsat, HotBird); Internet radio, TV, and websites; and mobile technologies. VOA has built increasing audiences on Internet, satellite radio, and social media sites. VOA will continue to provide audio content on satellite. VOA does not currently have a significant audience on shortwave, because it is not the platform that target audiences use to find news and information.

Cantonese

This proposal ends all medium wave transmission and eliminates one simultaneous shortwave frequency for VOA. Remaining distribution includes shortwave transmissions, radio and TV affiliates in Hong Kong, satellite radio and TV, a multimedia website with circumvention tools, and social media.

Khmer

This proposal eliminates one simultaneous shortwave frequency for VOA. VOA Khmer's audience comes overwhelmingly and increasingly from its placements on popular local FM radio and TV stations. Only one percent of Cambodians report using shortwave on a weekly basis. Remaining distribution includes shortwave and medium wave transmissions, national and local FM radio and TV affiliates, Khmer and English websites, and social media.

Kurdish

This proposal ends medium wave transmissions for VOA and eliminates one simultaneous shortwave frequency. VOA Kurdish's measured audience in northern Iraq comes primarily from BBG's six FM transmitters in the key cities with significant Kurdish populations, and these will continue. But some shortwave is preserved to reach rural populations as well as Kurds in neighboring countries, including Syria and Turkey. Remaining distribution includes IBB-owned FMs in multiple cities in the Kurdish-speaking region, direct to home satellite, including a new "radio on TV" program, Internet, and mobile.

Mandarin

This proposal eliminates some simultaneous shortwave frequencies for all VOA broadcasts. Less than one percent of the Mandarin-speaking population of China listens to shortwave radio regularly. Remaining distribution includes shortwave transmissions on multiple frequencies for all broadcast hours, satellite radio with slate and TV, a multimedia website with circumvention tools, Chinese and Western social media, and an email newsletter to millions of recipients.

Portuguese

This proposal reduces medium wave and shortwave transmission of VOA. These reductions are primarily to the number of simultaneous frequencies, not to the number of hours broadcast. Remaining distribution includes shortwave and medium wave transmissions, FM affiliates in Mozambique and Cape Verde, multimedia web and mobile sites, and social media.

Uzbek

This proposal ends shortwave transmissions for VOA. Only two percent of the population listens to shortwave on a weekly basis while 99 percent use television; 12 percent of the population owns a satellite dish. Faced with continued jamming of radio by China (the Uzbek language is very similar to Uyghur, the language spoken by China's restive Muslim minority population), VOA Uzbek has reoriented its output to television content delivered via satellite and affiliates in neighboring countries. Remaining VOA distribution includes FM affiliates in neighboring countries, satellite radio and TV (on Yamal and HotBird), affiliate TV in neighboring countries, Internet, and mobile.

Vietnamese

This proposal reduces one hour of medium wave transmission for VOA. VOA Vietnamese has put significant emphasis on its digital product, creating the fastest-growing desktop and mobile websites in all of VOA, with total visits approaching 700,000 per week. VOA has struggled to attract an audience to its radio product, reaching less than one percent of adults in Vietnam on radio in BBG's most recent research. Remaining distribution includes 30 minutes of medium wave transmission, satellite radio and TV, and extensive digital outreach – multimedia web and mobile sites with circumvention tools and a significant social media presence.

Program Reductions: RFE/RL

Eliminate RFE/RL Balkan Service

[-\$4.0M]

RFE/RL

[-\$3.7M]

IBB leases

[-\$0.3M]

The media environment in the Balkans has changed substantially in recent years. Two trends are especially relevant to this proposal: first, daily use of TV in the region has grown to exceed daily use of radio by a three-to-one margin; and second, local media have become increasingly sophisticated and aggressive in reporting local news. Meanwhile, VOA has established firm positions on local TV outlets in Albania, Bosnia, Kosovo, Macedonia, Montenegro, and Serbia, attracting solid weekly audiences, and has occupied a niche for news about the U.S. and the world that local media do not have the resources to provide.

At a time of reduced resources to meet pressing priorities in other regions of the world, including within RFE/RL's own target countries, it is necessary to eliminate RFE/RL's Balkans Service. This proposal will eliminate fourteen positions.

The Balkans cannot yet sustain free, independent media. The continued VOA broadcasts will serve to maintain a robust BBG presence in the region as local media further develop.

Consolidate Radio Free Iraq with Radio Sawa

[-\$1.9M]

RFE/RL

[-\$1.8M]

TSI transmissions

[-\$0.1M]

Iraq continues to consolidate its fragile democracy amid ongoing ethnic and religious tension. A strong, ongoing BBG presence there is essential. Yet three BBG entities have been operating concurrently in Iraq for more than six years: RFE/RL's Radio Free Iraq (RFI) in Arabic, Alhurra TV and Radio Sawa in Arabic, and VOA in Kurdish. Radio Sawa has consistently been a leading radio station in overall audience in Iraq and a leader for news. RFI has solid, but smaller, audiences than Sawa. These market positions afford the opportunity for a fruitful consolidation at a time when the BBG urgently requires resources for competing imperatives. RFI will therefore cease its separate radio operations. Selected RFI journalists and program content may transfer to Radio Sawa. Radio Sawa may also acquire RFI's local stringer reporters and corresponding expertise in covering Iraqi domestic issues. The budget request reflects the reduction of 11 positions in Radio Free Iraq and an increase to MBN's Radio Sawa staff by six positions. In addition, MBN's Baghdad bureau will be increased by 10 positions. Savings will exceed \$1 million annually in the out years through this integration. Audience loss, if any, is expected to be minimal.

Reduce RFE/RL News and Current Affairs

[-\$0.7M]

The strengths of VOA, RFE/RL Central News, and the other BBG broadcast entities will be leveraged to enhance global newsgathering for all U.S. international broadcasting entities. RFE/RL will continue the reorganization of its Central News operation to focus limited resources on producing unique content that will be of maximum use to reach target audiences. This proposal includes the reduction of five positions from RFE/RL Central News operations.

Reduce RFE/RL Ukrainian Service Staffing

[-\$0.2M]

This proposal will reduce the RFE/RL Ukrainian Service staff by one position and associated GOE that results from improved workflow. RFE/RL connects audiences across the politically and linguistically divided regions of Ukraine. The Ukrainian Service will enhance and increase distribution of its content and products on digital platforms, including social media, in a more cost-effective manner than had previously been possible with its more traditional and costly line-up of radio programming. No programming changes are associated with this proposal.

Reduce RFE/RL Benefits

[-\$0.2M]

RFE/RL will streamline benefits in several areas, including requiring a small percentage increase in certain co-payments. The co-payments will be distributed equitably across benefits such as expatriate health care. In addition, RFE/RL will consider implementing caps on some benefits such as home leave. RFE/RL will also seek to adjust its food services contract in Prague to achieve additional savings.

Reduce RFE/RL Russian Service Expenses

[-\$0.1M]

This proposal will achieve savings in general expenses for RFE/RL Russian. These savings result from the reorganization of the Russian Service towards a more robust digital strategy, including higher quality video from the field, apps, and social media, and away from traditional radio. Much of the savings will derive from greater emphasis on production from Moscow and improved workflow and staff efficiencies in the bureau as RFE/RL delivers unique and

compelling content to a redefined, more precise target audience. Newer equipment to be installed in FY 2013 will also facilitate a more efficient workflow.

Reduce RFE/RL IT **[-\$0.1M]**

A 10 percent reduction in IT spending will be achieved through server virtualization.

Reduce RFE/RL North Caucasus Service Staffing **[-\$0.1M]**

RFE/RL will reduce the North Caucasus Service staff by not filling one vacant position and associated GOE.

Rationalize RFE/RL Transmissions **[-\$1.2M]**

TSI transmissions *[-\$1.2M]*

Azerbaijani

This proposal ends shortwave transmissions for RFE/RL. Weekly use of shortwave in Azerbaijan is just two percent while weekly television use is ubiquitous at 99 percent, and 57 percent of adults own a satellite dish. Remaining distribution includes: satellite radio (on TurkSat and HotBird), satellite TV (on HotBird), Internet, and mobile technologies. RFE/RL has built increasing audiences on satellite radio, Internet, and social media sites and will continue to provide audio content on satellite regardless of the loss of shortwave. RFE/RL does not currently have a significant audience on shortwave, because it is not the platform that target audiences use to find news and information.

Belarusian

This proposal reduces medium wave and shortwave transmissions from eight to four hours daily for RFE/RL. Medium wave and shortwave weekly use in Belarus are each at three percent, and RFE/RL Belarusian reaches 2.1 percent of Belarusian adults weekly on radio. The reduction of four hours of repeat programs will have minimal impact. In addition to its radio products, the service produces a weekly discussion show on the popular Belsat satellite television channel. Satellite television is a more popular medium in this market than shortwave radio, with 11 percent of Belarusian adults reporting that they own a satellite dish in BBG's 2011 national survey. The Internet is increasing in popularity; weekly Internet use is 38 percent with most Internet users seeking news online, and 14 percent of adults use mobile Internet weekly. The Service connects with its target audience online with its innovative and interactive multimedia site and, beginning in September 2012, via a new Internet radio stream of Svoboda Jazz which combines music with news and information. Remaining distribution includes shortwave and medium wave radio, satellite radio and TV (on Belsat), Internet, and mobile technologies.

Kazakh

This proposal ends shortwave transmissions for RFE/RL. Weekly use of shortwave in Kazakhstan is less than one percent. Remaining distribution includes Internet and mobile. RFE/RL's restructuring in 2008 focused the Kazakh Service on Internet delivery. With the loss of their local State-owned affiliate on medium wave and UkV in three cities due to a change in legislation, they are left with less than half of one percent weekly audience reach on shortwave. This does not capture their target audience of 25-40 year old urban, educated change agents. Remaining resources will be dedicated to multimedia, social media, and interactive online digital content.

Kyrgyz

This proposal ends shortwave transmissions for RFE/RL. Less than one percent of adults in Kyrgyzstan use shortwave on a weekly basis. Ninety six percent of the population uses television on a weekly basis. Kyrgyzstan is the lone Central Asian market where RFE/RL is able to secure affiliations with local stations, so the loss of shortwave frequencies will be insignificant in terms of audience impact. RFE/RL's target audiences are not on shortwave and a good percentage of the country engages with the Kyrgyz Service via other delivery methods: RFE/RL's weekly reach in Kyrgyzstan is over 28 percent. Remaining distribution includes affiliate FMs, affiliate TV, satellite TV and radio (on HotBird, AsiaSat, and Yamal), Internet, and mobile technologies.

Moldovan

This proposal ends shortwave transmissions for RFE/RL. Weekly use of shortwave in Moldova is five percent, while medium wave and FM are seven and 39 percent respectively. TV is the most popular media with 93 percent of the population using it weekly, and 92 percent of adults seek news via television. Weekly Internet use is 33 percent, and 28 percent of the adult population seek news online. Remaining distribution includes satellite radio, Internet, mobile, affiliate radio (FM, medium wave, and UKW), and TV. RFE/RL's Moldovan Service has a solid audience and trusted brand thanks to extensive local rebroadcasting on affiliate stations and consistent presence on an independent TV channel. RFE/RL's Internet content is widely republished in local print media.

Tajik

This proposal reduces shortwave transmissions for RFE/RL from six hours to three. Shortwave use in Tajikistan is very small, less than one percent weekly. Since shortwave is not popular with RFE/RL's target audiences of change agents aged 20-40, the Service has emphasized HotBird satellite listening as well as their multimedia and interactive web site. RFE/RL is making a strategic shift towards more digitally savvy audiences and connecting with new audiences on the Internet and social networks. Remaining distribution includes shortwave, satellite radio (HotBird, AsiaSat, and Yamal), Internet, and mobile technologies.

Tatar-Bashkir

This proposal ends shortwave transmissions for RFE/RL. Remaining distribution will be via the Internet. With less than one percent weekly reach on shortwave (less than 25,000 people), producing content for this stream is not a productive use of limited resources. RFE/RL seeks to engage audiences ages 25-40 who are urban, sophisticated, educated and interested in maintaining their ethnic identity; these people are not using shortwave. With no possibility for FM distribution, RFE/RL is bolstering their multimedia and interactive content production for digital distribution across web, apps, and social media, the platforms their audiences use and choose. Research conducted several years ago showed significantly higher weekly use of Internet than shortwave in the target regions, with 34 percent weekly Internet use in a 2010 study of Tatarstan and 15 percent weekly use in a 2008 study of Bashkortostan. Those numbers likely have grown in the intervening years.

Turkmen

This proposal ends medium wave transmissions for RFE/RL and reduces shortwave transmission from six hours to two. Research conducted in Ashgabat, the Turkmen capital, found medium wave weekly use at one percent, and shortwave at three percent. RFE/RL Turkmen had only a one percent weekly radio reach. Almost 90 percent of respondents owned satellite dishes. Internet weekly use is growing rapidly (up to 32 percent in 2011), and there is a strong mobile Internet component; 23 percent of adults use their mobiles for Internet access weekly. Remaining distribution includes shortwave, satellite radio (on Yamal, HotBird, and AsiaSat), Internet, and mobile technologies.

Uzbek

This proposal ends medium wave transmissions for RFE/RL and reduces shortwave transmission from four hours to two. Only three percent of the population listens to medium wave and two percent to shortwave on a weekly basis while 99 percent use television, and 12 percent of the population owns a satellite dish. Remaining distribution for RFE/RL includes shortwave, satellite radio (on HotBird, AsiaSat, and Yamal), Internet, and mobile technologies.

Program Reductions: RFA

Reduce RFA Contract Services and Travel Expenses **[-\$1.1M]**

RFA will reduce use of contractors in content creation and reduce travel expenses.

Eliminate RFA Khmer Positions **[-\$0.2M]**

This proposal eliminates two Khmer Service positions in DC. RFA has an in-country bureau in Cambodia that provides news from the ground. There will be no impact to programming.

Reduce RFA IT **[-\$0.2M]**

RFA will streamline its IT Help Desk and extend life-cycle replacements in order to achieve a 10 percent reduction in IT spending.

Eliminate RFA Senior Staff Position **[-\$0.2M]**

This proposal eliminates one senior staff position in order to maintain resources for programming.

Close RFA Ankara Office **[-\$0.1M]**

RFA will close its Ankara field office. The Ankara office currently provides a facility for stringers to file their reports; stringers will still be able to file stories from decentralized locations with no impact to programming.

Reorganize RFA Hong Kong Office Staff **[-\$0.1M]**

Under this proposal, RFA will convert three Hong Kong office positions to contractors.

Rationalize RFA Transmissions **[-\$2.2M]**

TSI transmissions

[-\$2.2M]

Cantonese

This proposal eliminates one simultaneous shortwave frequency for RFA. Remaining distribution includes shortwave transmissions, satellite audio, multimedia website and mobile sites with circumvention tools, and social media.

Khmer

This proposal eliminates one simultaneous shortwave frequency for RFA. Only one percent of Cambodians report using shortwave on a weekly basis. Remaining distribution includes shortwave transmissions, FM affiliates, satellite audio, multimedia web and mobile sites, and social media.

Lao

This proposal eliminates one simultaneous shortwave frequency for one of two broadcast hours. Remaining distribution includes shortwave transmissions, FM radio affiliates on the Thai border, multimedia web and mobile sites, and social media.

Mandarin

This proposal eliminates some simultaneous shortwave frequencies for all RFA broadcasts. Less than one percent of the Mandarin-speaking population of China owns and listens to a shortwave radio regularly. Remaining distribution includes shortwave transmissions on multiple frequencies for all broadcast hours, satellite audio with slate, multimedia web and mobile sites, and a significant presence on Chinese and Western social media.

Vietnamese

This proposal eliminates one simultaneous shortwave frequency for RFA. The number of broadcast hours on shortwave or medium wave remains unchanged and three simultaneous shortwave frequencies remain. Remaining distribution includes shortwave and medium wave transmissions, multimedia web and mobile sites with circumvention tools, and social media.

Program Reductions: MBN

Realize MBN Non-Programming Administrative Savings **[-\$1.9M]**

MBN will cut and consolidate non-program administrative costs where possible. MBN will continue to review service agreements and vendor alternatives to reduce costs.

Realize Efficiencies in MBN Iraq Production **[-\$0.5M]**

The relocation of the Baghdad studio will save on security costs and other building and office costs. No impact to current broadcast operations out of Baghdad will result from this relocation.

Realize Efficiencies in MBN Global Production **[-\$0.4M]**

MBN will achieve savings by taking advantage of increasing competition from production-related vendors and by directly providing select production services internally at a lower cost. MBN will continue to evaluate production service providers to optimize production value and cost without affecting broadcast quality.

Reduce MBN Benefits **[-\$0.3M]**

MBN will reduce the cost of employee benefits by adjusting the range and mix of current benefits.

Reduce MBN IT **[-\$0.2M]**

This reduction includes the migration of some IT-related support agreements from annual payment to an as-needed basis plan and changing to lower cost vendors for services.

Rationalize MBN Transmissions **[-\$3.3M]**

TSI transmissions *[-\$3.3M]*

Arabic

This proposal realigns Radio Sawa medium wave coverage of Iraq and Saudi Arabia by cancelling a costly lease and moving the transmission to a BBG-owned facility. This proposal does not cut medium wave coverage to Iraq and Saudi Arabia. TSI is testing to determine if there is any transmission loss with this proposal related to a lease from Abu Dhabi. Specifically, TSI is performing field strength and interference measurements in selected Saudi cities to determine signal strengths, comparing the Abu Dhabi facility coverage in Saudi Arabia, versus the proposed Kuwait facility. Based on preliminary TSI research, the resulting signal strengths may be stronger than or equal to the present transmissions. Maintaining medium wave transmissions to these countries is supported by research data. Medium wave is popular in both Iraq and Saudi Arabia with weekly use at 22 percent and 24 percent respectively. USIB has a 29 percent radio weekly reach in Iraq (where Radio Sawa also broadcasts on FM) and a 3.3 percent reach in Saudi Arabia (where Radio Sawa is unable to obtain FM licenses).

This proposal also reduces FM transmitters in Iraq. After the consolidation of Radio Free Iraq and Radio Sawa, BBG will no longer need two FM transmission facilities at each of 14 FM or TV sites in Iraq, with the exception of four northern Iraqi cities where the BBG will continue to broadcast both Arabic and Kurdish programs simultaneously. Kurdish is widely spoken only in the northern portions of Iraq, and only the transmitters in the north are currently carrying Kurdish-language programming. In addition, this proposal reduces terrestrial TV in Iraq; the growth of satellite dish ownership, which is now at 99 percent, has reduced the need for, and effectiveness of, terrestrial TV broadcasts.

Program Reductions: OCB

Reduce OCB Positions **[-\$2.4M]**

This proposal reduces contractors and up to 50 FTE positions. While maintaining the journalistic firewall, OCB will work with the Department of State and the U.S. Agency for International Development to utilize \$50 million of existing unobligated resources allocated for democracy, human rights, and entrepreneurship programming specifically to Cuba. This whole-of-government approach will increase communication among agencies implementing activities at and within Cuba, and help spend down the backlog of funds. To implement this approach the BBG will seek to execute Inter-Agency Agreements with State and USAID to fund OCB's special TV programming, including programs dealing with transition to democracy, human

rights, and entrepreneurship, and to maintain a 24 hour per day broadcast schedule. Shortwave transmission costs will be absorbed by OCB, which already includes most of its other delivery expenses within its budget.

Eliminate AeroMartí **[-\$2.0M]**

AeroMartí, an aircraft-based broadcast system targeting Havana and surrounding areas, will be eliminated because of decreases in its cost-effectiveness. Resource limitations in recent years have reduced AeroMartí's broadcast hours while costs of the flights have remained constant, or increased, because of fuel-related costs. In addition, the signal is heavily jammed by the Cuban government, significantly limiting this platform's reach and impact on the island. Distribution of TV Martí will continue using more effective and less costly means, including satellite television, the Internet, flash drives, DVDs, and other methods, as technology develops. OCB will also eliminate two shortwave frequencies at night.

Reduce OCB Data Management Positions **[-\$0.3M]**

This proposal will eliminate Data Management, a clearinghouse for research and information on a wide range of issues related to Cuba, and reduce seven positions. Improvements in technology and an increased emphasis on content for new media have made the need for a dedicated Data Management staff less critical.

Reduce OCB IT **[-\$0.02M]**

OCB will find efficiencies to achieve a 10 percent savings in IT expenses.

Program Reductions: International Broadcasting Bureau

Reduce Administrative and Support Costs **[-\$2.6M]**

Reductions include fifteen positions in various support offices and reduced funding for awards, training, and contractual services.

Realize Savings from Less Market Research **[-\$1.9M]**

BBG will realize savings in the research contract by extending the time between research studies in some lower-priority countries.

Reduce IT Costs for Financial Management System **[-\$0.7M]**

There will be a reduction in the cost of the financial management system.

Reduce BCI **[-\$0.5M]**

There will be a reduction in all areas of Broadcasting Capital Improvements: security, maintenance and repair, upgrades, and satellites.

Close Underutilized Poro Transmission Facility **[-\$0.3M]**

The Poro, Philippines, transmitting station will close and discontinue four positions. This one megawatt station provided a maximum of only five hours per day of medium wave radio transmission during FY 13 to audiences in Southeast Asia. The Agency plans to develop and

further utilize satellite, television, Internet, mobile services, and other platforms that are more effective for serving target audiences previously served by Poro.

Rationalize and Evolve BBG Transmissions

The Agency has carefully analyzed its broadcasting requirements against research data on media usage and has crafted a distribution strategy for FY 2014 to maximize the effectiveness of program delivery resources. Research data clearly show the declining effectiveness of shortwave distribution to many target audiences. BBG also examined costly medium wave transmissions to assess their continuing effectiveness.

Included in this budget are \$7.1 million in transmission reductions incorporated into the TSI estimate. Please see the entity sections for descriptions of the transmission reductions. A chart of all transmissions reductions, along with the transmissions that will remain in key areas, is provided.

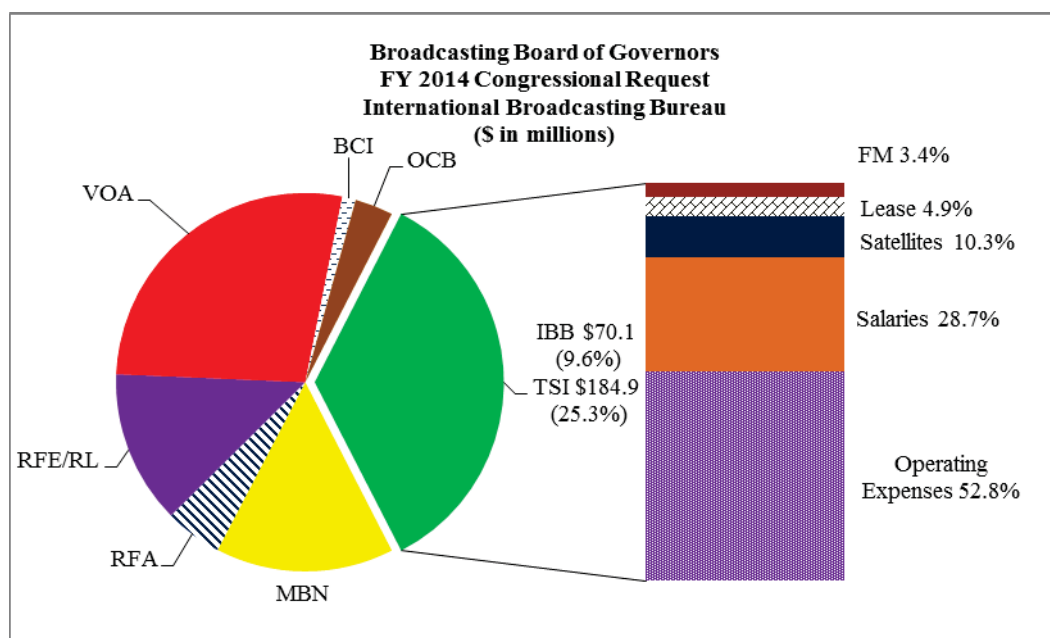
International Broadcasting Bureau

	(\$ in thousands)		
	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Request
International Broadcast Bureau Funding	71,594	75,055	70,105
International Broadcast Bureau Positions	246	297	283
Office of Technology, Services, and Innovation Funding	191,502	195,246	184,956
Office of Technology, Services, and Innovation Positions	456	547	543

The International Broadcasting Bureau (IBB) provides all support services to the Agency, and provides oversight over grantee operations, and transmission and distribution services to all components of United States International Broadcasting (USIB). IBB manages the day-to-day implementation of the Board's strategic vision while enabling BBG to deliver programs to a diverse global listening and viewing audience. IBB handles an array of programming support, including transmissions networks, digital media outreach, marketing and program placement, and a robust Internet anti-censorship program that links broadcaster content to audiences in restricted media environments. Approximately 86 percent of IBB funding is related to supporting language services and their operations.

IBB is comprised of Office of the General Counsel, Office of the Chief Financial Officer, Office of Communications and External Affairs, Office of Strategy and Development, Office of Digital and Design Innovation, Office of Performance Review, Office of Contracts, Office of Human Resources, Office of Civil Rights, Office of Policy, Office of Security, and Office of Technology, Services, and Innovation.

The FY 2014 budget request will enable IBB to facilitate the development of BBG-wide strategies and objectives, strengthen oversight of program and organizational performance, manage transmissions and satellite distribution, and enhance collaboration among the Federal and Non-Federal entities.



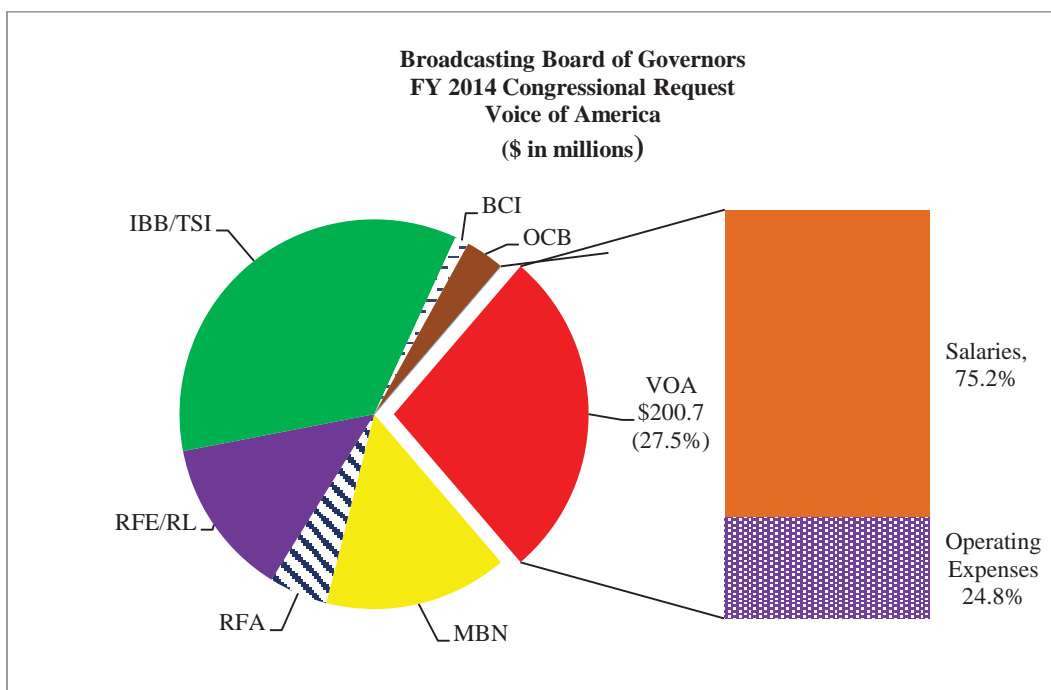
Voice of America

(\$ in thousands)

	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Request
Funding	207,376	208,045	200,717
Positions	1,152	1,283	1,219

Voice of America is the largest U.S. international broadcaster, reaching at least 134 million viewers and listeners weekly. VOA provides 1,700 hours of news and information programming in 45 languages. These programs are distributed across radio, television, satellite, mobile, and online to closed markets such as Iran and China and to areas with new emerging security threats such as Mali. In addition, VOA has 1,200 affiliate stations worldwide, including nationwide networks in such strategically vital markets as Pakistan, Afghanistan, Russia, Indonesia, and Venezuela. VOA also engages audiences with extensive new media offerings through YouTube, Facebook, Twitter, podcasts, and online interactive English-teaching lessons for speakers of Chinese, Vietnamese, and other major languages.

VOA's reporters and editors dedicate themselves to delivering accurate, balanced, and comprehensive reporting about the United States and the rest of the world. In Washington, VOA has full-time reporters at the White House, State Department, Pentagon, and on Capitol Hill. This intense focus on the nation's capital fulfills a key part of VOA's mission, laid out in its charter, to explain U.S. policies to audiences around the world. The charter also calls on VOA to be an accurate source of news and to explain life in the United States. VOA has correspondents in major cities in the United States, Africa, Asia, and Europe who are trusted to provide comprehensive coverage of current affairs and news. VOA also broadcasts editorials that present the official views of the U.S. government. VOA programs often provide a venue for U.S. officials to speak directly to international audiences.

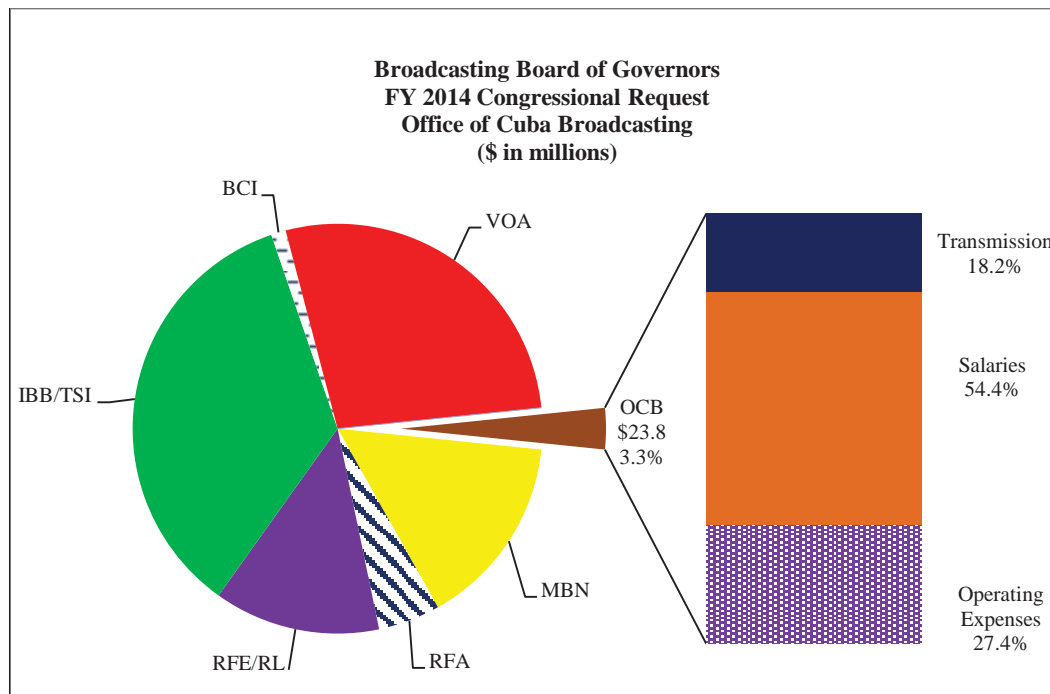


Office of Cuba Broadcasting

	(\$ in thousands)		
	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Request
Funding	27,997	28,266	23,804
Positions	119	136	79

The Office of Cuba Broadcasting (OCB) broadcasts Radio Martí and Television (TV) Martí programs from its headquarters in Miami, Florida. Radio and TV Martí inform and engage the people of Cuba by providing a reliable and credible source of news and information. OCB uses a mix of media, including shortwave, medium wave, direct-to-home satellite, Internet, flash drives, and DVDs to help reach audiences in Cuba. In addition to multiple web domains, OCB uses anti-censorship tools such as web-based proxies to reach Internet users in Cuba. These proxy sites enable unobstructed delivery of e-mails containing news, information, and instructions for circumventing government Internet filters. In addition, SMS messaging is a promising new solution for communicating with audiences in Cuba, as the medium allows OCB to easily “push” information to most mobile phone users in a manner that is difficult to filter. OCB is also exploring the use of virtual chat rooms tied into SMS messaging efforts.

Radio and TV Martí encourage freedom and democracy in Cuba by using their programs to promote human rights and individual freedoms. Primary areas of coverage include the Cuban economy, news relating to independent human rights and dissident movements, U.S.–Cuban relations, and international stories, such as elections. OCB programming promotes civil society, the development of democratic institutions in Cuba, and freedom of the press.



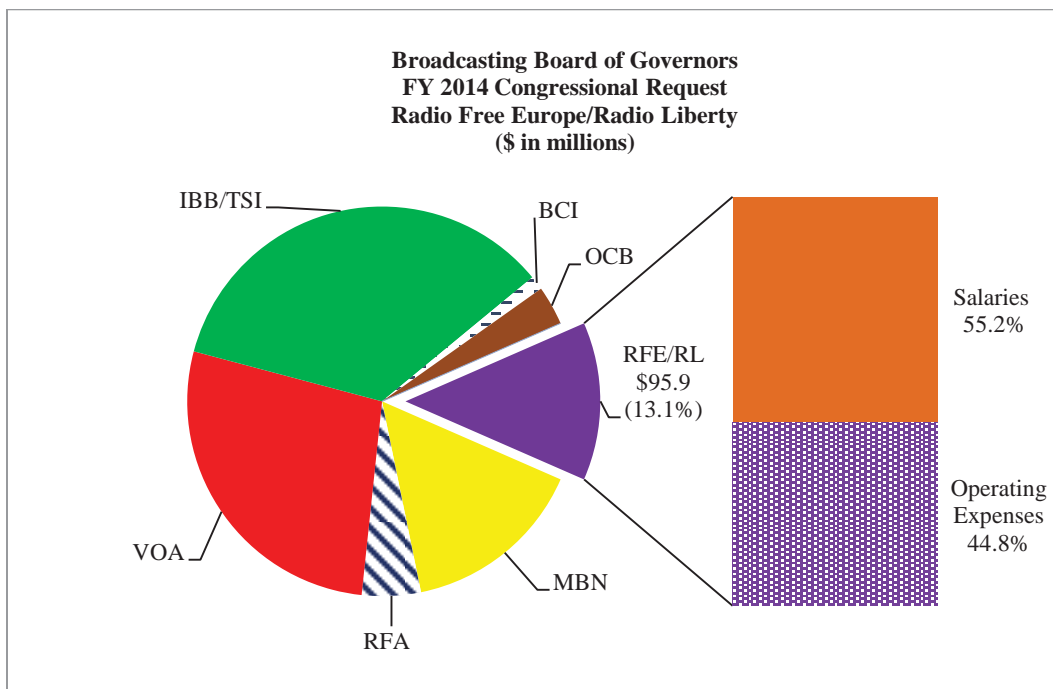
RFE/RL, Inc.

(\$ in thousands)

	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Request
Funding	95,174	93,886	95,910
Positions	500	550	518

RFE/RL, Inc. is a private, nonprofit, multimedia broadcasting company that serves as a surrogate media source in 28 languages and in 21 countries throughout the Middle East, Central Asia, the Caucasus, and Eastern Europe. Reaching over 23 million people each week, RFE/RL provides objective domestic, regional, and international news as well as context and perspective that would otherwise be provided by local media if the domestic media in these markets were free. Although radio is still the primary delivery platform of choice in some markets, most target audiences are increasingly moving to digital media for information and engagement. As a result, RFE/RL has shifted its focus in many markets to providing more and better digital content via traditional and mobile web, SMS, mobile apps, and social networks and, in some markets, local and satellite TV.

RFE/RL is funded through, and operates under, a grant agreement with the BBG. Headquartered in Prague with 18 bureaus across its broadcast region including in Moscow, Kabul and Islamabad, RFE/RL's proximity to its audiences facilitates production of unique, relevant, locally-oriented programming in a cost-effective manner. The late Czech President Vaclav Havel expressed hope that "RFE/RL will continue to pursue in the postmodern and politically unstable world the same goals for which it was established...: defense of human rights, civic rights, and human dignity." As access to free and independent media reaches its lowest level in over a decade in RFE/RL's broadcast region, the organization's mission to provide "surrogate" programming to inform and engage audiences in countries without free media remains as important as ever.



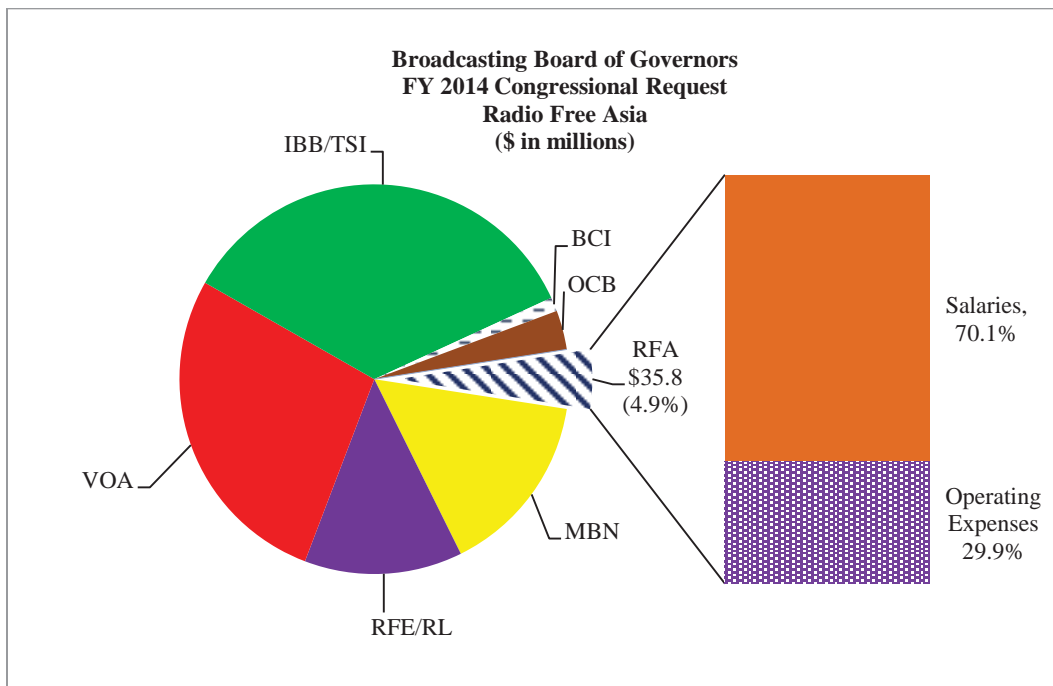
Radio Free Asia

(\$ in thousands)

	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Request
Funding	41,674	37,589	35,750
Positions	268	286	280

Radio Free Asia (RFA) is a private, nonprofit, multimedia corporation that acts as a surrogate broadcaster, substituting for domestic media in countries that prevent or restrict freedom of the press. RFA is funded through, and operates under, a grant agreement with the BBG. RFA's purpose is to deliver accurate and timely local news, information, and commentary, and to provide a forum for a variety of opinions and voices from within the Asian countries it serves. Through shortwave, medium wave, satellite, and Internet broadcasting, RFA delivers its mission in nine languages and several dialects, bringing news to communities whose knowledge of local events is otherwise blocked by the governments that control information. RFA's broadcast languages include: Burmese, Cantonese, Khmer, Korean, Laotian, Mandarin, Tibetan, Uyghur and Vietnamese.

As part of the BBG's anti-censorship efforts, RFA manages the Open Technology Fund, which supports research to better understand the types of censorship occurring across the globe and the effectiveness of tools meant to combat that censorship. RFA's efforts help grow the knowledge base for the entire Internet freedom community and improve the effectiveness of future work. The program also supports the new and continued development of software built with the purpose of securing citizens' communications in countries engaged in active online repression. These tools provide individuals on the ground with the capabilities they need to protect their communication from the prying eyes of repressive regimes and offer secure access to censored content.

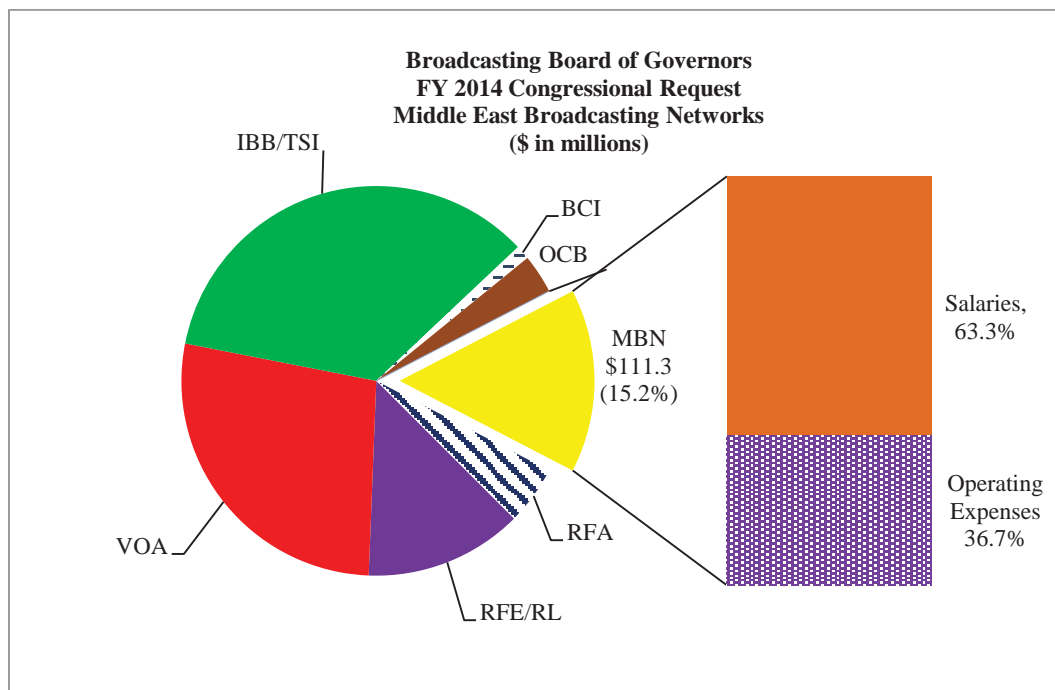


Middle East Broadcasting Networks, Inc.

	(\$ in thousands)		
	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Request
Funding	110,343	110,942	111,338
Positions	763	885	909

Middle East Broadcasting Networks, Inc. (MBN) is a private, non-profit multi-media broadcasting corporation which has provided the United States with a direct line of communication with Arabic-speaking populations of the Middle East since 2004. MBN is funded through, and operates under, a grant agreement with the BBG. MBN's mission is to provide objective, accurate, and relevant news and information to the people of the Middle East about the region, the world, and the United States. MBN supports democratic values by expanding the spectrum of ideas, opinions, and perspectives available in the region's media.

MBN brands include Alhurra, Radio Sawa, and Afia Darfur. Alhurra broadcasts two, 24/7 Arabic-language news and information television channels — Alhurra and Alhurra-Iraq. BBG research shows a weekly audience of 22 million viewers for Alhurra throughout the region. Radio Sawa broadcasts 24/7 on seven programming streams in the Middle East, and houses Afia Darfur broadcasts to Darfur. According to BBG research, Radio Sawa attracts a weekly audience of 13 million listeners. MBN manages Alhurra and Sawa websites and social media forums. MBN broadcasts from its headquarters in Northern Virginia, with production outlets in Washington, D.C., Baghdad, Dubai, Beirut, Cairo, and Jerusalem, and correspondents in the Middle East and around the world.



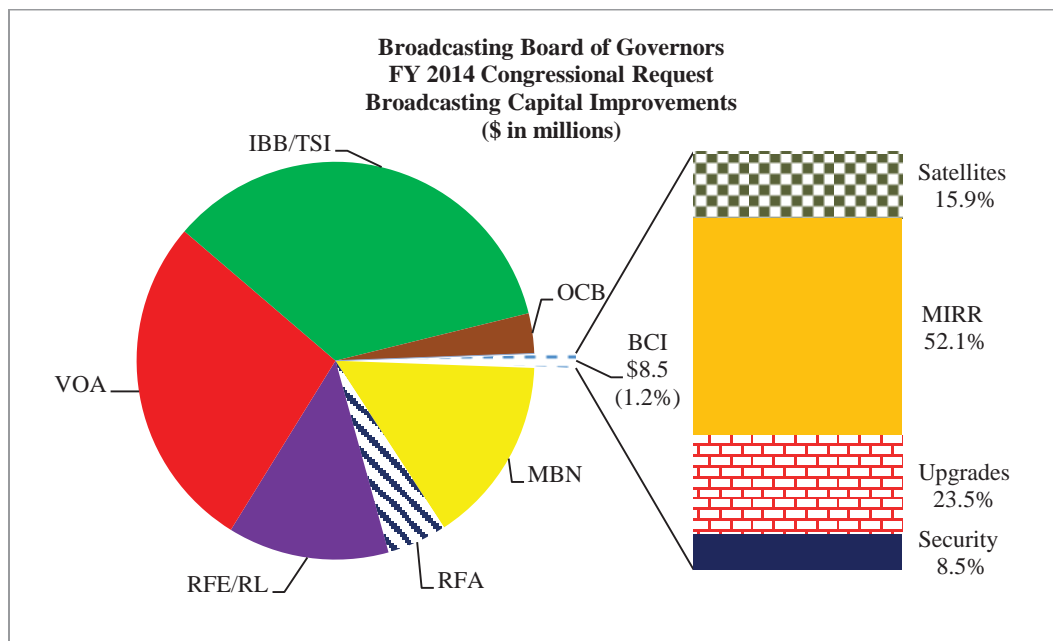
Broadcasting Capital Improvements

(\$ in thousands)

	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Request
Funding	7,030	7,073	8,500

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements to and maintenance of the BBG's global broadcast network. This important infrastructure includes the satellite network, shortwave and medium wave transmission sites, and other projects. BCI projects are primarily managed by the Office of Technology, Services, and Innovation (TSI) within IBB.

Capital upgrades are a critically important component of the BBG's operations. The rapid pace of change in audience media preferences and in broadcasting technology requires the BBG to make constant upgrades to remain competitive in newsgathering and to effectively deliver content to audiences worldwide via the most effective media platform.



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Broadcasting Board of Governors Middle East & North Africa



MIDDLE EAST & NORTH AFRICA
 Arabic (MBN, RFE/RL)
 English (VOA)
 Kurdish (VOA)

Middle East and North Africa

Regional Dynamics

BBG broadcasters continue to play a critical role in the Middle East and North Africa. The promise of the “Arab Spring” has largely given way to renewed instability and threats to regional security. These include rising instability in Egypt, civil war in Syria, extremist strongholds in Yemen, ongoing sectarian violence in Iraq, spreading terrorism across the Maghreb and into the Sahel, and widespread human rights violations.

U.S. interests are directly threatened in the region. The attacks at diplomatic compounds in Egypt and Libya exemplify the dangers posed by radical Islamists. Al Qaida, Hezbollah, and Hamas remain strong, engaging in planning and preparations for possible future acts of terrorism and retaining the capability and intent to carry out such acts.

Media freedom in the Middle East and North Africa is the lowest in the world, according to Reporters Without Borders. Governments in the region routinely stifle opposition voices and arrest and harass journalists, leading to journalistic self-censorship. There are hundreds of satellite TV channels, but most are entertainment outlets. Almost all Arabic-language satellite news channels are government-controlled, including the popular Al Jazeera, and reflect wide degrees of editorial bias. Domestic media are also frequently government-controlled or funded and operated by political parties and special interest groups, including religious organizations. The lack of viable advertising markets retards the growth of commercial media that might support genuine, independent journalism. Fact-based, verifiable news is therefore scarce despite the appearance of abundant media choice.

In this difficult media environment, BBG broadcasters provide credible channels of communication that inform and engage Arabic-speaking audiences on issues vital to their lives. BBG programs provide information essential to building democracy, countering violent extremism, and tempering anti-American sentiment.

BBG media attract a weekly total audience of approximately 32 million people across 22 Middle Eastern and North African countries. This represents more than 18 percent of the BBG’s global audience. Through MBN’s Alhurra television and Radio Sawa, RFE/RL’s Radio Free Iraq, and VOA’s Kurdish service, the BBG is by far the leading international broadcasting organization in the region. The BBG draws its largest audiences in Iraq, where two-thirds of the adult population, or approximately 12 million people, tune to Alhurra TV, Radio Free Iraq, Radio Sawa, or VOA Kurdish at least once a week.

Linking Resources and Results	FY 2012 (Actual)	FY 2013 (Target)	FY 2014 (Target)
Audience (millions)	32.0	36.1	37.0
Funding (millions)	\$127.6	\$130.6	\$128.8

Major Program Accomplishments

- Alhurra-Iraq and Radio Sawa provided extensive coverage of the 10th anniversary of the start of the Iraq war. Alhurra-Iraq's coverage focused on a variety of the issues and changes in the past ten years. Broadcasts included reports on the sectarian conflict, media, status of women, changes in the educational system, the impact on the Kurdistan region, and religious tourism in Najaf. The networks' discussion programs examined the challenges facing Iraq's transition to democracy, the security situation after 10 years, and the impact on the economy.
- Alhurra-Iraq broadcast extensive live coverage of the March 2012 Arab League Summit held in Baghdad. Alhurra-Iraq reported on the historical significance of the Summit, the first since the beginning of the Arab Spring, and the first in Baghdad since before the first Gulf War. Social media was used as a platform to engage audiences and gauge their expectations of the Summit. Each hour different viewers' comments were highlighted and included on air.
- In Syria, Alhurra regularly conducted interviews through Skype and other video conference technology, allowing the voices of the citizenry and their experiences to be heard in Syria and throughout the region. The fourth installment of Alhurra's Arab Spring documentary series, co-produced with MacNeil/Lehrer Productions, focused on Syria. The episode took Alhurra's cameras behind the headlines to examine the history of the Syrian regime, the causes of the conflict, and the current situation on the ground.
- As Egypt faced a pivotal step on its road to democracy, Alhurra and Radio Sawa provided comprehensive coverage of the constitutional referendum vote in December 2012. Alhurra and Radio Sawa's correspondents reported across the country to bring the highly anticipated vote to audiences in Egypt and throughout the Middle East. For the Egyptian Presidential Elections, Alhurra partnered with the most popular television station in Egypt to co-produce a series of eight high-profile interviews of Egyptian presidential candidates in the week leading up to the first round of elections.
- Through its innovative programming Alhurra was able to capture the hopes, dreams and challenges facing Egyptian citizens after the revolution. The network took to the Egyptian streets for two new programs in 2012: *Street Pulse* and *Rayheen ala Feen?* (Arabic for "Where are We Going?"). Each week *Street Pulse* highlighted a singular issue from different viewpoints, moving away from the traditional television studio environment to interview people in their homes, offices and in the Egyptian streets. Alhurra Television also brought to life the aftermath of the Egyptian revolution through its television series that followed the lives of five young Egyptians. *Rayheen ala Feen?* provided a personal perspective on how young Egyptians have been affected by the tumultuous changes following the revolution. The

program followed their daily lives as they responded to the political, social and economic changes brought about by the January 25th Revolution.

- To mark the second anniversary of Tunisia's Jasmine Revolution, Alhurra's *Eye on Democracy* broadcast live from Tunisia, focusing on the nation's youth and how their expectations have been met through this period of social, political and economic change. Alhurra also interviewed then-Prime Minister Hamadi Jebali. Alhurra's in-depth magazine program *Stories with Akram* traveled to Tunisia to report on the role of new media two years after the revolution and on the increasing number of Tunisians looking to emigrate from the country in search of employment.
- Alhurra and Radio Sawa covered Libya during its time of transition and elections. Alhurra interviewed Libyan Prime Minister Ali Zeidan about his expectations for the North African country. The BBG also established radio transmitters in the three most populous cities in Libya (Tripoli, Benghazi, and Misrata) so that Libyans can have easy access to objective and accurate news on FM radio.

Pan-Arab Broadcasting

Alhurra Television and Radio Sawa

Middle East Broadcasting Networks (MBN) continues to provide award-winning, Arabic language coverage of historic transitions occurring throughout the Middle East and North Africa. Alhurra and Radio Sawa's eyewitness accounts and insightful analysis provide context for their audiences while ensuring balance and perspective still uncommon in the region's media. Through their 24/7 news and information programming, Alhurra and Radio Sawa provide audiences the American perspective, giving context to the Administration's policies as well as insight from diverse voices throughout the broad U.S. public policy community.

Alhurra is distributed digitally via Arabsat and Nilesat satellites that are used by all major Middle Eastern channels, as well as terrestrial transmitters in the Iraqi cities of Baghdad, Mosul, Basra, Tikrit, Al Nasiriyah, and Al Hilla. Alhurra is also streamed on its news and information website at *Alhurra.com*. FM service for Radio Sawa comes from transmitters located in many countries in the Middle East and North Africa and medium wave transmissions serve countries without an FM presence. Radio Sawa also maintains a robust website.

Strategic Vision

The BBG has continued to enrich its program content in a strategic effort to expand its reach and impact among Arabic-speaking audiences. Independent research shows that Alhurra and Radio Sawa are increasing understanding of U.S. institutions, culture, and policies through programming that provides context for news about America. Overall, BBG broadcasts provide unique current events coverage, discussion on key issues, and a forum for objective discussion and the introduction of viewpoints not routinely aired on domestic media in the region.

To expand US public diplomacy reach and impact across the critical Maghreb region of Northern Africa, the BBG is proposing a \$2.9 million investment to augment its newsgathering and programming capability in Libya, Tunisia, and Morocco. Currently MBN does not have bureaus to provide newsgathering and programming support in the volatile Maghreb region.

With the resources provided by this initiative, MBN will be able to increase local production and expand Maghreb-centric news and information programming on both Alhurra and Sawa platforms.

Audiences in the Middle East, as elsewhere in the world, prefer listening to FM radio because of its superior sound quality. For example, in Tunisia and Lebanon, 52 and 63 percent of adults, respectively, use FM on a weekly basis. The BBG will continue to request and acquire FM licenses for Radio Sawa broadcasts whenever possible. To this end, the BBG will continue to work with the Department of State and foreign governments in efforts to secure FM distribution, which will significantly enhance reach, particularly in urban areas.

Alhurra and Radio Sawa will also continue to increase audience engagement through social media. Social media outlets have grown in importance as communication tools in the region, particularly for popular mobilization and raw coverage of events. In some cases, citizen reports, including mobile phone videos and pictures, have been the only sources of breaking news. This was seen in the early stages of the Egyptian revolution; the self-immolation in Tunisia that served as a catalyst for citizens to take to the streets; and now in Syria. MBN recently launched completely redesigned websites for *Alhurra.com* and *RadioSawa.com*, and MBN's brands are expanding their use of social media, including Facebook, Twitter and YouTube as internet penetration expands exponentially in the Middle East.

Country strategies for Alhurra and Radio Sawa vary depending upon many factors, including available distribution, media environment, and on-the-ground presence. Here are highlights from strategically important countries:

Syria

The challenge of reporting about and from Syria has not deterred MBN's journalists from engaging its audience and reporting on events within the country. Early in 2012, the Syrian government granted access to Alhurra News and *Al Youm* correspondents to visit a number of Syrian cities. Although their movement was controlled, the correspondents were able to substantiate a significant amount of the damage and effects of the internal conflict. In August 2012, Alhurra correspondent Bashar Fahmi went into Syria to report from Aleppo. A gun battle broke out that left one journalist dead. Fahmi disappeared and has not been heard from since. Alhurra and Radio Sawa continue to receive eye witness accounts from inside the country using Skype, YouTube, and phone reports. In addition, correspondents report from Syria's borders with Turkey and Jordan, interviewing people as they leave the country.

Egypt

Alhurra and Radio Sawa have a significant presence in Egypt, with seasoned journalists and production staff on the ground allowing for thorough coverage of local news and issues. The networks also offer the audience an American perspective – both the official U.S. positions as well as reaction from diverse voices found throughout the broad public policy community. Alhurra is available in Egypt via Arabsat and Nilesat. Radio Sawa is broadcast from a medium wave transmitter in Cyprus. Repeated requests for FM transmitters for Sawa in Egypt have been denied.

Throughout the Egyptian revolution, including the Presidential elections, Alhurra and Radio Sawa have provided viewers and listeners accurate and objective news and insightful analysis from U.S., Egyptian, and other officials and commentators interpreting events as they unfold. According to a 2011 telephone poll in the cities of Cairo and Alexandria, Alhurra TV reached a large audience during the Arab Spring protests, with 25 percent of respondents saying they had used the station to follow the events – far more than either BBC or CNN. Alhurra and Radio Sawa have been steadfast in coverage as tensions have ebbed and flowed during the transition initiated in February 2011. In Egypt, and throughout the region, staff has put themselves at risk to ensure that unbiased reporting is available to those whose futures are at stake in the current transition.

The BBG will continue to assess the Egyptian media market to ensure that MBN's broadcasting reaches audiences in this important country. New local television channels have emerged since the revolution and are redefining the Egyptian news market. Research shows that, except in times of crisis, the most popular shows in Egypt today are the Cairo-based primetime programs that deal with local issues, whether, political, social, or economic. Within the limits of a pan-Arab channel, Alhurra launched targeted information programming centered on social and political issues emerging in Egypt in the wake of the revolution to further its reach and connect with the people of Egypt. With programs such as *Street Pulse* and *Rayheen ala Feen?*, Alhurra covers the opportunities and challenges facing post-revolution Egyptians. The two new programs augment Alhurra's existing live and local Egyptian programming within the daily Al Youm show and weekly discussion show *Hiwar Cairo*. Additionally, to help expand awareness of Alhurra, the network placed *Rayheen ala Feen?* on Al Hayat, one of the most popular channels in Egypt. The program includes Alhurra's logo and encourages viewers to go to the Alhurra/*Rayheen ala Feen?* Facebook page.

Tunisia

Alhurra and Radio Sawa have provided news coverage of the ongoing events in Tunisia with one radio and one television correspondent on the ground. Beyond its solid news coverage, Alhurra has provided deeper analysis of Tunisian events as part of its current affairs and talk shows. Alhurra produced and broadcast two documentaries on Tunisia including *Tunisia: Revolution of Dignity* and *Tunisia: the Republic of Facebook*, and Alhurra partnered with MacNeil/Lehrer Productions to produce a documentary on the Jasmine Revolution. Radio Sawa's coverage of unfolding events in Tunisia included exclusive interviews with Tunisian Prime Minister Hamadi Jebali and opposition leader al-Baji Qa'id al-Sibsi.

Libya

Alhurra and Radio Sawa continue to extensively cover Libya's transition to democracy through newscasts, special event programming, and in current affairs programs. Regular topics include the security situation in Libya, the debate over federalism, the formation of the national army, and the conflict with the International Criminal Court over the prosecution of Saif Al-Islam Qadhafi, son of the late Libyan leader, for crimes against humanity. In addition to providing coverage on the ground, the networks provide analysis and reaction from U.S. and Libyan officials.

In addition to reports from correspondents, Alhurra relied on videos posted on YouTube and footage recorded on cell phones that were sent directly to the network to bolster its coverage of Libya's transition. The network also used Skype and phone interviews to provide a voice to the opposition leaders. Surveys conducted in Libya in December 2011 show that 29 percent of the population said they watched Alhurra in the past week. Among regular viewers, 65 percent said the station helps them form their opinions on important issues.

Morocco

Morocco remains a priority broadcast country for MBN. Surveys have shown that MBN is among the most popular international broadcasters in urban Morocco, reaching over 3.3 million Moroccans, or 14 percent of the population. Alhurra and Sawa's coverage of Morocco includes political and economic issues, but it also examines, among other topics, the role of youth, women, and religion in Moroccan society. MBN will continue providing Moroccan audiences with news and information about these important topics.

Iraq

Broadcasting

Despite the growth of media outlets since the fall of Saddam Hussein, many Iraqi media organizations remain under the control of ethnic, sectarian or political patrons. Media professionals are under constant attack in Iraq. Teams of dedicated BBG correspondents risk their safety each day in an unstable environment to bring the latest news and information to Iraqi audiences. The BBG broadcasts to Iraq via MBN's Alhurra-Iraq and Radio Sawa Iraq, as well as via RFE/RL's Radio Free Iraq (RFI) and VOA's Kurdish broadcasts. All of these services also maintain robust websites. BBG broadcasting, with a weekly combined audience of over 66 percent of the adult population, is a valuable tool of public diplomacy in Iraq.

With the departure of U.S. forces from Iraq, free, responsible, objective, balanced, and non-sensational media are critical to the country's stability. MBN's broadcasts to Iraq are one of the most successful initiatives of U.S. international broadcasting. This is due, in part, to localized programming. Alhurra-Iraq and Radio Sawa Iraq are 24/7 channels dedicated to providing tailored programming to and for Iraqis. According to 2011 research, each week Alhurra-Iraq television programming reaches 49 percent of Iraqis and Radio Sawa's Iraq stream 23 percent, placing them as the top television and radio networks in the country.

RFE/RL's Radio Free Iraq connects weekly with 16 percent of the Iraqi adult population through radio and the Internet. Radio Free Iraq's in-depth, analytical reporting on political developments in Iraq and the region receives accolades from both U.S. and Iraqi authorities. In addition to its political reporting, the Service has regular rubrics on religious tolerance and moderation, Iraqi music and literary traditions, women, youth, and sports.

In addition to the BBG's Arabic broadcasting to Iraq, VOA provides programming in Kurdish, reaching 8.6 percent of the Iraqi Kurd population each week. VOA's Kurdish Service is the only international broadcaster that speaks to Iraq's Kurds in their main dialects, Sorani and Kurmanji. Although the target audience is the Iraqi Kurd population, the Kurdish Service regularly covers developments in neighboring Iran, Turkey, and Syria, all of which have sizable Kurdish minorities. Broadcasts are delivered via FM in major Kurdish-populated cities in the north, and

VOA Kurdish programming is also broadcast over medium wave and shortwave. The Service also reaches audiences via the Internet and new media platforms.

Strategic Vision

The BBG will continue efforts to consolidate MBN and RFE/RL Arabic broadcasting in Iraq. Radio Free Iraq, Alhurra TV, and Radio Sawa have been operating concurrently, and the BBG has determined that consolidating these services, folding RFI into the larger Radio Sawa programming, will save resources and reduce duplication. Radio Sawa has consistently been a leading radio station in overall audience in Iraq, and a leader for news. RFI has a solid, but smaller audience that the BBG can capture with a Sawa Iraq stream that incorporates and utilizes RFI journalists and program content. RFI will therefore cease its separate radio operations, and selected RFI journalists and program content may transfer to Radio Sawa. Radio Sawa may also acquire RFI's local stringer reporters and corresponding expertise in covering Iraqi domestic issues. With its resources combined into one entity, the BBG will continue to provide in-depth, quality coverage of Iraq and its people.

Recent surveys have shown that among the Kurdish Service's target audiences, radio has become less popular as television is becoming the primary broadcast medium for news and information. Internet access and the number of mobile phones are also surging in the region. Given these shifting audience preferences, the BBG is proposing to end medium wave transmissions for VOA Kurdish and eliminate one simultaneous shortwave frequency. VOA Kurdish's measured audience in northern Iraq comes primarily from BBG's six FM transmitters in the key cities with significant Kurdish populations, and these will continue. But some shortwave is preserved to reach rural populations as well as Kurds in neighboring countries, including Syria and Turkey. Remaining distribution includes IBB-owned FMs in multiple cities in the Kurdish-speaking region, shortwave, direct to home satellite, including a new "radio on TV" program, Internet, and mobile.

Darfur

Broadcasting

With programming produced exclusively for Darfur and displaced people in eastern Chad, Afia Darfur focuses on political, social, and humanitarian stories affecting lives of the local population.

Strategic Vision

Afia Darfur will continue to focus its daily radio programming on the latest news from Sudan and the plight of the displaced people in Darfur and eastern Chad.

FY 2014 Performance Objectives

- Increase audience reach in the Maghreb region with strategic newsgathering that speaks directly to its target audience.
- Integrate Radio Free Iraq into MBN's Radio Sawa to reduce duplication.

Broadcasting Board of Governors

Near East, Central Asia, South and West Asia, and Eurasia



EURASIA

Albanian (VOA, RFE/RL)
 Belarusian (RFE/RL)
 Bosnian (VOA, RFE/RL)
 Croatian (RFE/RL)
 English (VOA)
 Greek (VOA)
 Macedonian (VOA, RFE/RL)
 Montenegrin (RFE/RL)
 Romanian (RFE/RL)
 Russian (VOA, RFE/RL)
 Serbian (VOA, RFE/RL)
 Ukrainian (VOA, RFE/RL)

NEAR EAST AND CENTRAL ASIA

Armenian (VOA, RFE/RL)
 Avar (RFE/RL)
 Azerbaijani (VOA, RFE/RL)
 Bashkir (RFE/RL)
 Chechen (RFE/RL)
 Circassian (RFE/RL)
 Crimean Tatar (RFE/RL)
 English (VOA)
 Georgian (VOA, RFE/RL)
 Kazakh (RFE/RL)
 Kyrgyz (RFE/RL)
 Tajik (RFE/RL)
 Tatar (RFE/RL)
 Turkmen (RFE/RL)
 Turkish (VOA)
 Uzbek (VOA, RFE/RL)

SOUTH AND WEST ASIA

Bangla (VOA)
 Dari (VOA, RFE/RL)
 English (VOA)
 Pashto (VOA, RFE/RL)
 Persian (VOA, RFE/RL)
 Urdu (VOA)

Near East, Central Asia, South and West Asia, and Eurasia

Regional Dynamics

Nearly half of VOA's language services and almost all RFE/RL's services target national populations and regional ethnic groups across this broad territory. The Near East, Central Asia, South and West Asia, and Eurasia regions encompass areas of U.S. strategic importance where freedom and democracy are threatened or restricted, or where newly emerging Islamist extremism is a constant concern. Although the media landscape varies from relatively open in parts of the Balkans to completely closed in some of the countries of Central Asia, television remains a key delivery platform throughout the region, and digital and new media are increasing in popularity.

South and West Asia represent one of the most strategically important areas for United States diplomatic efforts. With the drawdown and eventual withdrawal of U.S. troops from Afghanistan, tension over nuclear sanctions in Iran, and the continued challenges in U.S.-Pakistan relations, soft power is an ever more important part of United States foreign policy in this part of the world. Across South Asia, increasingly sophisticated media companies, owned both by foreign governments such as China and by local entities, operate in local languages and in English. These broadcast entities also utilize multiple delivery platforms, including newspapers, TV channels, branded websites, and FM radio stations. Providing audiences with accurate news and information to counter anti-Western messages is an important tool to help prevent the development of extremism in these countries.

In Central Asia, radical Islamism is on the rise, and state repression, corruption, and systematic violations of human rights are increasing. In all five countries—Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, and Turkmenistan—media trends are generally discouraging. Freedom House indices and other metrics for press freedom and corruption have remained low or even declined in the past five years. Through its surrogate broadcasts and network of bureaus and stringers, the BBG is uniquely positioned among international broadcasters to counter extremism and to promote democracy and civil society in Central Asia.

The Caucasus remains a largely unstable region, with the security situation worsening. In the Russian Federation, although reconstruction continues in Chechnya, violence has intensified in neighboring Ingushetia and Dagestan. Elsewhere, the possibility of resumed conflict between Armenia and Azerbaijan in the Nagorno-Karabakh region increased in 2011 as the ceasefire on the front lines was violated several times. Georgia continues to rebuild after its 2008 war with Russia and faces an uncertain political future. BBG programming to the Caucasus provides an important counterbalance to media reports that originate from Moscow.

In Eurasia, the BBG broadcasts to Russia (including Tatarstan, Bashkortostan, and the North Caucasus), Belarus, Ukraine, Moldova, and the Balkans. The current situation in these countries is mixed. In Russia, a government crackdown on civil society is intensifying. Authorities are exerting more control over all national television networks, and have severely restricted access to both radio and television markets for international broadcasters. Media restrictions in Belarus, a

country that has been referred to as Europe's last dictatorship, are even more severe. Ukraine had taken steps to increase media freedom since 2011, but progress has slowed in the last year as government pressure on both independent and state-owned media has caused some journalists and media owners to practice self-censorship. In Moldova, the government restricts independent reporting and intimidates local journalists.

Conditions in the countries of the Balkan region vary widely. Macedonia and Montenegro have enjoyed relatively stable political environments and maintain hopes of joining NATO and the EU. Kosovo has applied but has yet to be admitted into the United Nations. In Bosnia, worries about the sustainability of its post-war political arrangements are mounting and corruption is endemic. Serbia, the most populous of the BBG's target countries in the Balkans, embarked on a path to democratization after the fall of Slobodan Milosevic, and moderate political parties have been able to hold out against nationalist opposition groups. However, anti-EU and anti-Western forces are still active.

Linking Resources and Results	FY 2012 (Estimate)	FY 2013 (Target)	FY 2014 (Target)
Audience (millions)	53.6	53.1	52.0
Funding (millions)	\$168.1	\$165.5	\$161.3

Major Program Accomplishments

- BBG broadcasts reach 24 percent of the adult population of Iran on a weekly basis. VOA's Persian Service increased its primetime lineup from four to six hours a day and rolled out a new TV schedule that delivers the day's news, examines crucial social issues in Iran, and brings the audience the views of leading newsmakers.
- Radio Farda has launched a dozen short, thematic feature programs weekly, one of which won the AIB "Honorable Mention" recognition from the Association of International Broadcasting in 2012. The series called *Solitary Confinement* received a tremendous response from former and current political prisoners in Iran as well as Iranian human rights activists. Radio Farda has also launched a morning televised news and information show, which is broadcast both on VOA's Persian channel and also on its own satellite network.
- VOA and RFE/RL are the leading broadcasters in Afghanistan, jointly reaching 75 percent of the adult population each week. VOA and RFE/RL are among the most trusted sources of news in the country.
- Several new Urdu language TV programs that resonate with young people were introduced in 2012 and met with great success, drawing large audiences, according to commercial ratings purchased by BBG. To reach even larger segments of the Pakistani population, the Urdu Service launched a short news segment that airs in prime time on three affiliates. A

web TV program, *Access Point*, gives viewers in Pakistan a forum to debate tough issues with prominent studio guests in Washington. Finally, VOA produces *Café DC*, a TV and web video segment that profiles members of Congress and has proven to be very popular with Pakistanis.

- The IBB Office of Technology, Services, and Innovation has continued expanding the BBG FM network in Afghanistan by deploying new systems in seven cities.
- VOA's Armenian Service maintained an impressive audience share of more than 34 percent for the fourth consecutive year.
- In March 2012, VOA launched *Podelis* (Share), a TV-webcast to Russia that engages a young and tech-savvy audience of future leaders. The program offers a sophisticated conversation for a sophisticated audience about America and its values, U.S. policies in the post-Soviet era, and developments in Russia, the Caucasus, and Central Asia. VOA Russian has expanded its online presence to multiple partner sites, including the Russian website *Grani.ru*. The service also provides coverage of U.S. news for the independent Russian TV channel Dozhd. Since December 2012, VOA has been providing programming to the Russian Business Channel that includes four weekly reports from the New York Stock Exchange.
- RFE/RL Russian Service's breaking coverage of the firing and subsequent re-hiring of a biology teacher in January 2013 for taking part in a protest generated over 200,000 site visits. Further, RFE/RL's multimedia and cross-platform coverage of the passage and implications of the Anti-Magnitsky Act in December 2012-January 2013 drew over 350,000 visits to Radio Svoboda and partner sites and helped draw attention to otherwise little-covered aspects of the law. In February 2013, RFE/RL moved its Moscow to a new bureau facility (shared with VOA) that features a state-of-the-art video studio to enable the service to significantly enhance its digital content offerings with Internet TV programming throughout the day.
- RFE/RL's Ukrainian Service offered special coverage of the Ukrainian Elections on October 28, 2012 with special attention to voting irregularities. Unique live reporting via Internet TV from a voting district in Kyiv for eight straight days showed a box of ballots being taken out of the room. Live Internet streaming attracted over one million viewers, and RFE/RL followed the story until the voting was recognized as not valid, and a reelection was ordered in that district.
- The VOA Ukrainian Service is widely respected for its comprehensive reporting on U.S.-Ukraine relations and American concerns about the steep decline of political and media freedoms in Ukraine. Its coverage of the selective prosecution and imprisonment of many key opposition leaders, including former Prime Minister Yulia Tymoshenko and other members of her former government, is backed up by coverage from Capitol Hill and the State Department. A March 2013 interview with Deputy Assistant Secretary of State Thomas Melia, who strongly criticized political developments in Ukraine, was widely republished and quoted by many Ukrainian media outlets.

- The BBG continues to be the leading international broadcaster in the Balkans with high weekly reach percentages in the countries of the region including: Albania - 48.8 percent, Kosovo - 58.2 percent, Bosnia - 22.0 percent, Macedonia - 23.7 percent, Montenegro - 28.3 percent, and Serbia - 11.6 percent. The bulk of this audience stems from the BBG's "Washington Bureau" strategy, in which VOA television programs or segments are placed on prominent local networks.

Near East and Central Asia



Armenia

Broadcasting

The BBG broadcasts to Armenia via RFE/RL radio and VOA television. Both services also maintain a robust Internet and new media presence that seeks to engage audiences in discussions on news and events in Armenia and the world. The BBG has retained its leadership among international broadcasters in Armenia with a combined weekly reach of 39 percent.

VOA programming concentrates primarily on the experiences of Armenian-Americans and on Armenia's relations with the United States, Turkey, Azerbaijan, and Russia. Members of Congress and other influential people are frequently interviewed on VOA programs, and these interviews and other stories developed by the service are regularly cited by media in Armenia. RFE/RL's Armenian Service has been a consistent and dependable provider of independent information in Armenia for over 50 years and is seen as a true surrogate media source for news and information about events happening on a local level. Armenian news agencies frequently cite RFE/RL's exclusive reports as the primary sources for their own stories, and RFE/RL also facilitates peer-to-peer dialogue and serves as a bridge between people and the government.

Strategic Vision

Television is the leading source of information in Armenia, and competition within the TV market is tight. Despite this competitive environment, VOA's weekly reach remains strong at 34 percent. VOA will continue to focus on its popular television program while also offering news in a short, multimedia format through its Armenian website. The Internet has surpassed

radio as a daily source for news and information for Armenians, so the BBG is eager to use new media tools to engage audiences in discussions on news and events in Armenia and in the U.S.

Forty-seven percent of adult Armenians use the Internet weekly. RFE/RL has attracted growing audiences to its multilingual website (Armenian, Russian, and English). RFE/RL's Armenian Service has a top-rated YouTube site, capitalizing on the popularity of Internet TV in Armenia. Several regional TV stations also carry RFE/RL's two weekly video shows. RFE/RL's Armenian Service is leveraging the power of other new media platforms, such as LiveStream, which enables visitors to simultaneously watch an event, tweet comments, and chat with one another.

Azerbaijan

Broadcasting

With its proximity to Russia and Iran and rich energy reserves, Azerbaijan is critical to U.S. foreign policy concerns in the region. The BBG broadcasts via RFE/RL and VOA to audiences in Azerbaijan and the neighboring Azeri-speaking provinces of Iran. VOA offers the day's top news stories from the region as well as the United States and the rest of the world. It also engages audiences through English lessons and blogs. VOA broadcasts can be heard and seen on shortwave radio, satellite radio and television, and new media platforms. RFE/RL's Azadliq Radiosu provides uncensored news and information about Azerbaijan that is unavailable domestically. Azadliq Radiosu reaches audiences via shortwave and satellite radio, maintains a robust Internet and new media presence, has a weekly TV show on TurkSat and a daily video show available online, and publishes a weekly newspaper that is distributed at Baku metro stations. Azadliq Radiosu recently launched a special *Corruption Meter* website which was the first Azerbaijani-language site to focus on the issue of corruption.

Strategic Vision

The government of Azerbaijan exercises total control over national radio and television channels, and it has banned any affiliation between local and international broadcasters. Accordingly, the BBG has reconfigured its radio and TV offerings to emphasize web-based products as well as radio and television packages for direct-to-home satellite users (56 percent of Azeri adults own a satellite dish). The BBG plans to better integrate its websites with social networks, launch mobile apps, and improve cross promotion between the VOA and RFE/RL brands to maximize audience reach and impact. The BBG will also further develop its multimedia online reporting, including live-streaming, which remains a very popular element of both VOA and RFE/RL online efforts. Because weekly use of shortwave radio in Azerbaijan is only two percent, the BBG plans to end its shortwave radio transmissions and concentrate on more popular delivery platforms.

Georgia

Broadcasting

VOA and RFE/RL broadcasts reach viewers and listeners via Georgia Public Broadcasting Corporation TV and FM networks as well as other private FM networks. VOA programs can also be heard on IBB shortwave frequencies. In addition, RFE/RL's Georgian Service has a Russian language sub-unit, Ekho Kavkaza, which connects with audiences via FM, shortwave and the Internet. Both services maintain Internet sites that not only contain video reports and radio programs, but also provide an opportunity for interaction with audience members.

RFE/RL's surrogate programming focuses on local issues and attempts to have a direct and tangible impact on setting the news agenda in Georgia. Through its online offerings RFE/RL encourages the development of social networks and citizen journalism, and the Service fosters audience interactivity through its use of bloggers. Meanwhile, VOA programming from Washington helps audiences understand principles and practices of a democratic, free, and just society, and engages in conversations about America by reflecting on U.S. policies and attitudes towards the Caucasus region and the rest of the world.

Strategic Vision

As Internet access and use continue to increase in Georgia, the BBG is concentrating on the development of Internet and new media programming which can more easily engage audiences by encouraging lively debates and discussions. RFE/RL and VOA plan to strengthen multimedia elements on websites in Georgian and Russian through increased usage of video reports, photo galleries, and sound slides. The BBG will also continue to focus on its television programs, updating and refreshing formats as necessary.

Because radio listening in Georgia is on the decline, this budget proposes to discontinue all VOA shortwave transmissions to Georgia. Only 17 percent of adults who live in Georgia own a radio, and of these, less than one percent listen to shortwave the radio on a weekly basis. VOA would remain available via more popular distribution platforms, including FM and TV affiliates, Internet, and mobile.

Kazakhstan

Broadcasting

There is no opportunity for local television or radio placement; therefore, the BBG reaches audiences in Kazakhstan through RFE/RL's bilingual (Russian and Kazakh) website. RFE/RL offers Kazakh audiences a surrogate media outlet willing to report on "untold" stories that receive limited or no coverage in local media. In addition to providing unique and objective news and information, the Kazakh Service's website is a place where audiences can interact with one another as well as provide citizen journalist reports. RFE/RL programming is supported by extensive social network activity, by the sharing of unique products on local blog platforms, and by engagement with audiences via new technologies such as mobile applications. RFE/RL's Kazakh Service sets the information agenda and offers perspectives to help engaged users share ideas and understand the way a free media works.

Strategic Vision

In Kazakhstan, independent news organizations must deal with legal restrictions, prohibitive libel and defamation judgments, self-censorship, and harassment. RFE/RL will continue efforts to be a digital leader, providing its target audiences 24/7 news and information.

This budget request proposes to end shortwave transmission of RFE/RL Kazakh largely because weekly reach of shortwave programming is less than one percent. Moreover, this distribution method does not capture the service's target audience of 25-40 year-old, urban, educated change agents. Eliminating shortwave will allow the Kazakh service to dedicate remaining time and resources to multimedia, social media, and interactive digital content.

Kyrgyzstan

Broadcasting

The BBG broadcasts to Kyrgyzstan through RFE/RL's Azattyk Service and reaches more than 28 percent of the adult population weekly. Azattyk is delivered across multiple platforms with two prime-time, weekly TV shows on the national TV channel, daily live programs on the national radio network, and popular interactive and multimedia websites and mobile apps in Kyrgyz and Russian languages. The BBG also reaches the ethnic Uzbek minority in Kyrgyzstan through VOA Uzbek language broadcasts that are distributed via radio and television affiliates.

Strategic Vision

While the political situation in Kyrgyzstan remains unstable, the Kyrgyz Service is taking full advantage of its position in the market as the leading source of independent news and information for elites and average citizens alike. Its television programming reaches 25 percent of adults in Kyrgyzstan. RFE/RL's Kyrgyz Service plans to build on the success of its TV products and improve cross-promotion to push target audiences to its website and radio programs. In addition, RFE/RL will ramp up video production for web and social media to increase impact and reach on digital platforms.

The BBG proposes to end shortwave distribution of Kyrgyz programming. Shortwave use in Kyrgyzstan is very small, approximately 0.1 percent weekly, compared to 96 percent of the population that uses television on a weekly basis. Kyrgyzstan is the lone Central Asian market where RFE/RL is able to secure affiliations with local stations, so the loss of shortwave frequencies will be insignificant in terms of audience impact. RFE/RL's target audiences are not on shortwave and a good percentage of the country engages with the Kyrgyz Service via other delivery methods. RFE/RL would still utilize affiliate FMs, affiliate TV, satellite TV and audio, Internet and mobile for distribution of its programs.

Tajikistan

Broadcasting

RFE/RL's Tajik Service is the largest independent media outlet in Tajikistan and one of the top international broadcasters in the country. As the country's only source for unbiased information, the Tajik Service covers local political, economic, and social issues, and its reports carry great weight. RFE/RL's Tajik Service is broadcast via shortwave and satellite radio, mobile apps, and the Internet. The Service also distributes branded flash drives with pre-loaded content so that users can store web content and minimize their time online at Internet cafés.

Strategic Vision

The Tajik Service will continue to develop its web platform and to explore innovative uses of new media tools to engage with its audience. Due to the poor sound quality of shortwave transmissions and the preference of RFE/RL's young target audience to access media via more convenient and modern platforms, the BBG proposes to reduce shortwave transmission of Tajik programming from six hours to three. Shortwave use in Tajikistan is very small, approximately half of one percent weekly, but 93 percent of the population uses television on a weekly basis, and there is a growing market for satellite programming, as dish ownership is at 41 percent and rising.

Since shortwave is not a popular platform in Tajikistan, the Tajik Service has emphasized satellite listening as well as their multimedia and interactive website. Additionally, nine in ten Tajiks own a mobile phone, so mobile devices are a key target platform to deliver RFE/RL content. Younger Tajiks increasingly access Russian social networks on their mobile phones, so RFE/RL is placing greater emphasis on curating social media content. The Service will also continue its aggressive advertising campaign instructing audiences on how to tune in to RFE/RL programming.

Turkey

Broadcasting

VOA's Turkish Service has carved out a solid niche in what is an extremely competitive Turkish media market, reaching its audience primarily by acting as the "Washington Bureau" for a strong local affiliate. VOA Turkish attracts more than 5 percent of adults weekly, a significant figure given the Service's limited resources and time on the air. The Service also reaches out to its audience through its website and other new media platforms.

Turkey's national media often misrepresent U.S. policies. VOA's Turkish Service plays an important role by providing a balance of credible and relevant reporting. The Turkish Service tells America's story through programs that explain U.S. institutions, culture, lifestyle, and politics. It also reaches out to the youth population with Learning English, education, and immigration content.

Strategic Vision

The Turkish Service will continue to pursue its successful affiliate distribution strategy while looking for creative ways to increase brand awareness in Turkey's saturated media market. It will also build on its efforts to reach audiences on digital media platforms.

Turkmenistan

Broadcasting

RFE/RL's Turkmen Service is the only independent source for news and information in Turkmenistan. Turkmenistan is ruled by one of the world's most repressive regimes and is perpetually rated "not free" in Freedom House's annual *Freedom of the Press* report. RFE/RL is not permitted a bureau or even accredited journalists in-country, and the Turkmen Service's "unofficial" reporters often work under surveillance. Periodically, reporters have been called in for questioning, detained, and, along with their families, banned from travelling abroad or re-entering their country.

RFE/RL Turkmen plays a crucial role in informing audiences on key events in Turkmenistan, as well as major international and regional developments, human rights and civil society issues, freedom of the press and expression, and the situation of religious and ethnic minorities. The Service broadcasts its content via shortwave, medium wave, and satellite radio, and also maintains a dynamic website.

Strategic Vision

The Turkmen Service will continue to strengthen its radio programs and website with diverse

and balanced political content to better connect and expand reach with defined target audiences. BBG surveys show that 32 percent of the Turkmen population uses the Internet each week, and there is a strong mobile Internet component - 23 percent of adults use their mobiles for Internet access weekly. Given these media use figures, the BBG will continue to concentrate on its digital offerings to reach audiences via the Internet and mobile devices.

The BBG proposes to end medium wave transmission of Turkmen programming and reduce shortwave transmission from six hours to two. Research conducted in Ashgabat, the Turkmen capital, found weekly use of medium wave at one percent. Shortwave usage, however, was slightly higher at three percent, with RFE/RL Turkmen garnering a one percent weekly radio reach. The Service will continue to reach audiences through several daily hours of shortwave broadcasting, as well as more widely-used platforms, including satellite audio, Internet, and social media.

Uzbekistan

Broadcasting

The BBG reaches Uzbekistan and sizable Uzbek-speaking minorities that live in Afghanistan, Tajikistan, Kyrgyzstan, Kazakhstan, and Turkmenistan with programming from RFE/RL and VOA. Uzbekistan is the most populous and strategically positioned of the five countries in Central Asia. It neighbors war-torn Afghanistan. Ethnic and political tensions between Uzbek, Kyrgyz, and Tajik populations and governments contribute to regional instability. Uzbekistan is also one of the world's most repressive societies, and the only nationwide broadcaster in the country is government-controlled.

VOA's Uzbek Service, in addition to providing local and regional news, links Central Asia with the U.S. and conveys Washington policy to this turbulent region. RFE/RL provides surrogate broadcasting, reporting on local events and providing news coverage of issues neglected by domestic media.

The Uzbek government does not allow the BBG and other Western international broadcasters to broadcast via in-country affiliates, so VOA and RFE/RL rely on cross border shortwave frequencies, satellite broadcasts, and FM and television affiliates based in Kyrgyzstan to reach audiences in the region. The VOA and RFE/RL Uzbek Services also maintain robust websites and engage with audiences via digital media platforms, including RFE/RL's new Skype-based live and interactive radio show launched in June 2012. Internet users in Uzbekistan are provided with proxy addresses to help them securely bypass the content-filtering system that is used by the government to censor the Internet.

Strategic Vision

The BBG plans to continue to engage audiences in Uzbekistan by utilizing traditional, digital, and social media platforms. The rise of a technologically savvy youth population in Uzbekistan provides new opportunities for reaching audiences via the Internet. The BBG is committed to supporting a conversation and exchange of ideas by allowing young listeners to share their comments, pictures, and videos on entity websites.

The BBG is proposing to end shortwave transmission for VOA, reduce shortwave transmission for

RFE/RL, and end medium wave transmission RFE/RL. Only five percent of the Uzbek population listens to medium wave and two percent listen to shortwave on a weekly basis while 98 percent use television and 13 percent of the population own a satellite dish. Faced with continued jamming of radio by Uzbekistan and China, VOA Uzbek has reoriented its output to television content delivered via satellite and via affiliates in neighboring countries.

South and West Asia



Afghanistan

Broadcasting

The people of Afghanistan face not only a volatile security situation but also ongoing economic and political uncertainty. Even as local media outlets become more competitive, Afghans continue to value the presence of international broadcasters, as evidenced by BBG broadcasts' continued prominence among media in the country. The BBG services are among the leading media outlets in Afghanistan today, reaching 75 percent of the Afghan population on a weekly basis.

The BBG provides programming to Afghanistan via VOA and RFE/RL in both the Dari and Pashto languages. VOA's Afghanistan Service (Ashna) broadcasts via radio, television, and the Internet; RFE/RL's Afghan Service (Azadi) broadcasts via radio, the Internet, and push and pull SMS services. More than 900,000 Afghans have subscribed to receive daily headline text messages from Azadi and 200 to 300 people send daily comments, news tips, and photos to Azadi via its Citizen Journalism SMS Hotline. VOA and RFE/RL have complementary radio schedules on shortwave, medium wave, and FM—each providing twelve hours of content that combine to provide a continuous 24/7 news and information service for listeners in Afghanistan.

Both RFE/RL and VOA provide breaking news, in-depth reporting and analysis, and programming discussing the rule of law, the values of civil society in a democracy, the rights of women and minorities, and religious tolerance. Additionally, VOA provides daily information

related to U.S. actions and policies relevant to Afghanistan and the region, while RFE/RL focuses more on local issues such as corruption, narcotics trafficking, and kidnappings.

Strategic Vision

The Afghan media market has changed in the past decade with the emergence of increasing competition from local FM stations and TV channels. In addition, other international media and a large number of non-government radio and TV stations now operate in Kabul and the provinces. The BBG will continue with its successful radio and television programming, and will strive to retain market leadership. Ongoing strategies include refreshing and updating radio and TV formats and programs, making them more interactive and incorporating new innovative tools such as social media and citizen journalism. The BBG will work with potential local FM affiliates while simultaneously attempting to expand its FM network, where funding permits.

This budget proposes reducing VOA radio programming during the late and overnight hours when virtually no audience exists. After the reduction, two hours of VOA Dari and two hours of VOA Pashto broadcasts will remain on radio each day.

At the same time, VOA will continue to deliver its very popular television news program. TV Ashna is broadcast throughout Afghanistan in the Dari and Pashto languages on the state-owned television network. The first half hour of the program is in Dari, and the second is in Pashto. Afghan leaders, policy makers, and elected officials regularly appear live on the program from the BBG's Kabul studios. The program garners a weekly reach of almost 29 percent. In addition to its news on Afghanistan, TV Ashna will continue to provide audiences with a full range of news and views from the United States.

The main platforms for Afghanistan remain television and radio but Internet, social media, and mobile technology for young, educated, urban Afghans is an important secondary delivery channel. Nearly half of all adults in Afghanistan have mobile phones and interaction with audiences, including citizen journalism, forms a crucial component of the BBG's approach to broadcasting in the area. Both Ashna and Azadi will continue efforts to engage audiences via digital media platforms.

Afghanistan-Pakistan Border Region

Broadcasting

The Afghanistan-Pakistan border region, specifically the Federally Administered Tribal Areas (FATA) of Pakistan, is served by two BBG broadcasters, VOA's Deewa Radio and RFE/RL's Radio Mashaal. Together they provide 18 hours daily of targeted news and information for the three million residents of FATA, almost exclusively ethnic Pashtuns, who speak the local dialect of the Pashto language used by Deewa and Mashaal. Their combined weekly reach among adults is 24 percent, the largest of any international media and a leader among domestic sources as well.

For more than a decade, the FATA has been one of the most dangerous and anti-American places in the world. The region's media have been dominated for years by channels controlled by the Pakistani government, on the one hand, and the Taliban, on the other. Local FM stations operated by militants and religious figures, known as "mullah radios," routinely emit violent extremist and anti-U.S. rhetoric. In this charged environment, Deewa Radio and Radio Mashaal

have become moderating influences, alternative sources of credible news and information, and interactive media to give a voice to those displaced by the violence and fighting in the area.

Deewa and Mashaal both concentrate on local news and issues of direct concern to the local Pashtun audience. The focus on surrogate reporting is a conscious BBG strategy to support free flows of credible news given the prevalence of extremist propaganda on the ground. Both stations transmit via medium wave, shortwave, and the Internet. Mashaal also provides information via SMS for mobile phones. Deewa simulcasts one hour of its radio news and information programs on direct-to-home satellite TV. Both Deewa and Mashaal blend news, current affairs, and daily call-in shows to foster audience engagement. They support extensive local stringer reporting networks that allow, in addition to routine news reporting, reports from refugee camps which house many internally displaced people who have fled from war zones in Pakistan's tribal areas and the Swat Valley. Mashaal has a bureau in Islamabad, Pakistan.

Strategic Vision

Due to the lack of infrastructure in the tribal areas, radio is the most effective medium both in terms of reach and impact. The BBG will sustain Deewa and Mashaal radio broadcasts and attempt to expand their reach by seeking FM affiliates. The BBG will also seek to increase audience interaction by improving current and developing new program formats. As satellite dishes become more popular in the FATA, the BBG will explore further expansion of TV products.

Although the majority of the BBG's target audiences in the FATA lack Internet access, mobile phones are ubiquitous, making SMS an effective tool. RFE/RL will continue to use its *Frontline* system, which enables people to send local texts to a broadcast station free of charge. The BBG will also continue to engage audiences through this and other new media platforms as they grow in popularity.

Pakistan

Broadcasting

BBG broadcasts to Pakistan provide news and information on radio, TV, and the Internet in Urdu and English. Pakistan is a populous country (180 million people), a nuclear power, a struggling democracy, and a vital player in the security of South Asia.

Pakistan does not have a free media environment. Reporters Without Borders places Pakistan 159th among 179 countries rated for press freedom. Media freedom is constrained by official attempts to restrict critical reporting and high levels of violence against journalists. The Pakistani constitution authorizes the government to curb freedom of speech on subjects including the constitution itself, the armed forces, the judiciary, and religion. In addition, harsh blasphemy laws have occasionally been used to suppress the media.

BBG broadcasts are important to provide accurate information about the U.S. to the Pakistani people and to encourage engagement with them to foster greater understanding. The VOA Urdu Service provides compelling news and magazine programs on a variety of platforms that explore issues in the news and life in the United States. Over the past several years, VOA has developed highly competitive TV programs appealing to young audiences and women, and placed them on popular cable television stations in Pakistan. The Service's extensive radio

broadcasting schedule includes regional and international news, as well as reporting on U.S. news and culture, and regular features on topics including health, sports, and social issues.

Strategic Vision

The BBG is focused on a television strategy for Pakistan. BBG research shows that radio ownership in Pakistan is on the decline, at 13 percent of the adult population, and Internet use is low, with only 4 percent of the population using the Internet on a weekly basis. Television is the number one source of news and entertainment, with 66 percent of the population watching television on a weekly basis, but it is a highly competitive market. This crowded market coupled with increasing anti-Americanism and political instability, make broadcasting in Pakistan ever more difficult. To compete in this challenging market, VOA will continue to innovate, producing programming aimed at clearly-defined target audiences, and placed with high-value affiliates whose popularity allows them to deliver significant weekly reach.

In order to more fully concentrate on this television strategy, the BBG is proposing to reduce Urdu radio from the current 12 hours daily to a primetime programming block, eliminate shortwave radio broadcasts, and reduce medium wave transmissions for VOA Urdu radio programming. Because Pakistan is primarily a TV market and radio use is in decline, shifting resources and programming to TV follows market trends. Radio listening that remains is mostly via FM (10 percent weekly); there is much less on AM (three percent) and shortwave (one percent). VOA would continue its beneficial FM placement on Pakistan Broadcasting Company and some direct transmissions on medium wave (especially as a hedge against unanticipated but possible loss of domestic FM transmission), as well as 2.5 hours of original TV programming per week, distributed via several affiliates. VOA Urdu radio and TV content is also available on the Internet.

Iran

Broadcasting

The BBG dedicates more resources to Iran than to any other single country. This investment sustains 24/7 radio via RFE/RL's Persian-language Radio Farda, six hours of daily original VOA Persian satellite TV programming (repeated to form a 24 hour stream), and a host of Internet and social media products. Radio Farda also launched a one-hour live TV morning show in December 2012 that is broadcast on VOA's PNN, an example of growing VOA and RFE/RL collaboration. Research from March 2012 shows VOA's TV weekly audience at 21.4 percent (rebounding from 2011 levels, when reach was negatively affected by Iran's jamming). With Radio Farda and both broadcasters' Internet products, the BBG's total weekly audience reach in Iran is now 24.1 percent.

Iranian media are strictly controlled by the state. In its 2012 report, Freedom House ranked Iran 192nd out of 197 nations in press freedom, noting that conditions have worsened in the country. Iran has the world's second largest population of jailed journalists (45), as reported by the Committee to Protect Journalists. Numerous laws restrict press freedom, including the Press Law, which forbids the publication of ideas that are contrary to Islamic principles or detrimental to public rights.

Iran is unremittingly hostile towards foreign media outlets, especially Persian-language TV and radio broadcasts from outside of the country. The authorities continue to take aggressive

measures to block such broadcasts, including jamming of satellite TV signals and cross-border radio frequencies. Websites are routinely blocked and denunciations of foreign media in the official press are frequent. The BBG is a leader in worldwide Internet anti-censorship to raise awareness and attempt to circumvent the “electronic curtain” that is being erected by the Iranian government.

In addition to restricting media at home, Iran has intentionally interfered with communications outside its borders, using satellite uplink jamming to block signals at their source keeping them from reaching the Iranian people. Jammed signals include satellite broadcasts from the BBG and other Western broadcasters. As with countering Internet blocking, BBG has been a leader in calling attention to and mobilizing concerted international action against Iran’s practice of jamming satellite signals. These efforts have moved major satellite companies such as Eutelsat to drop Iranian internal media programs from their channels.

VOA and RFE/RL must navigate the hostile media environment created by Iran. VOA’s Persian TV programs and website are considered a trusted source for domestic and international news and for reporting, explaining, analyzing, and discussing U.S. actions and policies regarding Iran, as well as Iranian government policies and actions. Reaching out to Iran’s people and demonstrating commonalities between Iranians and Americans is also a key component of VOA Persian programming. VOA Persian gives voice to those who have fought for universally accepted standards of human rights and basic democratic freedoms. It also highlights Iranian achievements in the arts, culture, science, and academics, and reports on U.S. values, culture, and society to deliver a comprehensive view of life in America.

RFE/RL’s Radio Farda reports on local issues and includes newscasts at the top of each hour, followed by reports, features, interviews, and regular segments on youth, women, culture, economics, and politics. Radio Farda’s unique format also includes music not otherwise available inside of Iran – not only western hits but pre-Revolutionary Persian favorites, music from the diaspora, and underground songs sent to Farda from young Iranians who cannot get their music played on local Iranian radio. Audiences can interact with Radio Farda personalities and programs through SMS, email, and other new interactive media channels.

Strategic Vision

VOA and RFE/RL will continue determined efforts to reach the Iranian people through all effective media platforms while harmonizing efforts in order to minimize overlap and maximize impact. In keeping with this policy, this budget proposes to eliminate VOA Persian radio to focus entirely on TV and digital media. RFE/RL will continue its 24/7 Persian Radio Farda broadcasts on shortwave, medium wave, and satellite radio, so the BBG will continue to reach radio audiences.

Given that satellite TV is by far the most popular platform for news, the BBG will continue to improve VOA Persian satellite TV broadcasts. VOA and Radio Farda will explore creative ways to add Farda content to the satellite stream, strengthening the television channel and giving more exposure to Farda content.

Bangladesh

Broadcasting

The BBG broadcasts to Bangladesh through the VOA Bangla Service on radio and television affiliates, as well as the Internet and digital media platforms. Bangladesh, which has the world's fourth largest Muslim population, faces the internal pressures of radical Islamic terrorism and economic uncertainty, making it important to U.S. strategic interests.

By regularly providing in-depth analysis and interviews on current affairs, U.S., and global issues, the Bangla Service is recognized as an authoritative source of international news and information in the target region. While VOA Bangla takes an in-depth look at issues affecting the target area, such as healthcare and wellness, the Service also attempts to increase understanding of U.S. values and culture by providing content on and engaging in discussions about American society and institutions, reflecting the diversity of the United States.

Strategic Vision

The Bangla Service utilizes a “Washington Bureau” affiliate strategy, where its short-form programs are placed on popular television and radio affiliates in the country. Television is fast becoming the dominant source of information for Bangla audiences; 72 percent of the population watches television on a weekly basis. With its weekly television program, VOA Bangla is positioned to capture new audiences in Bangladesh's rapidly TV expanding market. The Bangla Service will also continue to develop programming that targets and empowers women and youth, and promotes audience engagement.

Eurasia



Broadcasting to the Russian Federation

VOA and RFE/RL broadcast to Russia, where authorities continue to exert significant influence on media outlets and news content through a dominant state-owned media empire. Independent journalists remain unable to cover the news freely, particularly with regard to contentious topics such as government corruption, organized crime, police torture, the activities of opposition parties, and the country's human rights abuses in the North Caucasus.

Russian

Broadcasting

VOA and RFE/RL both broadcast to audiences in Russian. As the Russian government has tightened its control of the media, the VOA and RFE/RL Russian Services have become key platforms for those who lack access to other means of free expression.

VOA's Russian Service has successfully transitioned from a radio and TV broadcaster to a primarily web-based outlet for news and information. It is also exploiting new opportunities with independent TV channels willing to collaborate with the BBG. With its multimedia website as a base, VOA Russian reaches out to its audience through multiple Internet distribution channels, including popular Russian social media sites. It seeks to enhance understanding of American policies, politics, and culture, and views of Russia through web-based discussion and dialogue and the presentation of timely, trustworthy news, information and

analysis of the U.S.-Russian relationship, as well as global events relevant to Russia. VOA maintains an online English learning site aimed at Russian speakers who are interested in learning how English is spoken in everyday American life. The site includes forums, blogs, and group pages that allow users to interact with each other and with VOA.

With the loss of its MW station in November 2012, RFE/RL broadcasts Russian language programming via shortwave radio, online (streaming and on-demand), as well as via satellite frequencies. In recent years, due to pressure from the Kremlin, all local affiliate radio stations have dropped RFE/RL content. Accordingly, the RFE/RL Russian Service has invested in and grown its digital media content. With the help of its extensive network of freelancers, RFE/RL's Russian Service provides uniquely balanced news and analysis of local events. RFE/RL regularly interviews key Russian figures in political, social, cultural and business affairs, and also streams breaking events live on its website. RFE/RL offers audiences independent, fact-based, verifiable news and information and creates a trusted space for discussion and debate.

Strategic Vision

Russia has become Europe's largest online market, with more than 50 million users, and the number of Russians that consider the Internet as their primary source of news and information is growing rapidly. There are a growing number of users of portable devices – primarily smartphones and tablets. To meet the needs of these audiences, and given the difficulties associated with delivering content via traditional radio and television platforms, both RFE/RL and VOA will continue to use innovative alternative delivery strategies. In addition to improving on their dynamic websites, BBG Russian language services will also explore placement opportunities for direct to home satellite television, Internet TV, and other new and social media platforms as they become more popular.

In an Internet market that is extremely fragmented and highly competitive, the strategic focuses of the RFE/RL and VOA online efforts complement one another. The RFE/RL Russian Service has dedicated itself to three strategic goals—producing more live video streams from newsworthy events, producing more video content in the Moscow studio and through its freelance network, and emphasizing newsgathering, as opposed to mere reporting, particularly in the Russian regions. Meanwhile, VOA is concentrating on carving out a niche by capturing Russia's rapidly expanding social media population with content focused on American life, thought and institutions, bilateral U.S.-Russian issues, human rights, the rule of law and democratic reforms, and combatting terrorism and ethnic conflict. Each service will continue to cross-promote the other's programs and invest in marketing campaigns designed to draw audiences to BBG programs. By targeting efforts to connect with change agents and other influential citizens, the BBG Russian language services can have a strong online impact.

Avar, Chechen, and Circassian (North Caucasus)

Broadcasting

Broadcasting via shortwave radio and the Internet in the Avar, Chechen, and Circassian languages, RFE/RL's North Caucasus Service reports the news in one of the most violent and dangerous regions in the world. The North Caucasus is a place where media freedom and journalists remain under severe threat and RFE/RL's North Caucasus Service is often the only

media outlet to report on human rights abuses in the region. The RFE/RL North Caucasus Service is uniquely positioned to provide an alternative view to the official Kremlin perspective on events, and it is trusted for its accuracy and objectivity by all major players in the region—republican governments, rival insurgent factions, and local NGOs alike.

Strategic Vision

Russia has denied RFE/RL access to local FM licenses and affiliations with local stations, which has pushed RFE/RL toward new media and alternative delivery platforms for the North Caucasus Service. RFE/RL will continue to develop a dynamic and interactive multimedia web presence in the Avar, Chechen, and Circassian languages that targets urban, educated 25-45 year olds in the North Caucasus who speak one of the three broadcast languages. This audience includes people looking for an alternative view on events in the North Caucasus and in Russia as a whole, given that the local state-controlled media provide only a very limited range of views and opinions.

Tatar and Bashkir

Broadcasting

RFE/RL's Tatar-Bashkir Service is the only major international broadcaster in the Tatar and Bashkir languages, and it provides listeners and readers with objective news, information, and analysis that emphasize the peaceful coexistence of different religions, traditions of tolerance, and democratic values. The Service discusses life in Muslim communities in Western countries, problems associated with integration, and how various countries are dealing with these challenges. The Service has worked to make its website a virtual meeting place where people can discuss issues like Islam and its compatibility with Western traditions and values, relations between different Islamic organizations and state structures, and gender issues. RFE/RL's Tatar-Bashkir Services also uses social networks such as Facebook and VKontakte to raise its visibility and promote its content.

Strategic Vision

The BBG is proposing to end all shortwave distribution for the RFE/RL Tatar-Bashkir Service. Remaining distribution for the service would be via the Internet. With less than one percent weekly audiences on shortwave (fewer than 25,000 people), producing content for this stream is not a productive use of limited resources. RFE/RL seeks to engage audiences 25-40 who are urban, sophisticated, educated and interested in maintaining their ethnic identity; these people are not using shortwave. With no possibility for FM distribution, RFE/RL plans to bolster their multimedia and interactive content production for digital distribution across web, apps, and social media, the platforms their audiences use and choose.

Belarus

Broadcasting

In a country that has been referred to as “Europe's last dictatorship,” RFE/RL's Belarusian Service broadcasts radio programs on shortwave and medium wave, and has a popular weekly Belarusian satellite television program. The Service also produces one of the leading news websites in Belarus, providing one of the few media outlets accessible to Belarusians in their own language, and it recently made its Internet content available via a mobile app. The Service connects with its target audience online with its innovative and interactive multimedia site and,

beginning in September 2012, via a new Internet radio stream of Svoboda Jazz which combines music with news and information. In addition to traditional means of delivery, RFE/RL's Belarusian Service also reaches audiences through alternative distribution methods. These include published collections of radio programming, as well as original content, in the Service's Liberty Library books. The Liberty Library books are distributed and shared among friends at regional events and at book clubs held in people's homes. The books are also available for download from the Belarusian Service's website or as pre-loaded content on branded flash drives.

Strategic Vision

Although RFE/RL's Belarusian Service will continue to pursue a multi-platform broadcasting approach that includes integrated radio, television, and web coverage, the BBG proposes to reduce medium wave and shortwave transmissions from eight to four hours daily. The reduction of four hours of repeat programs will have minimal impact on the reach of the Belarusian service. Medium wave and shortwave weekly use in Belarus are each at three percent, and RFE/RL Belarusian reaches only 2.1 percent of Belarusian adults weekly on radio. TV weekly use is 96 percent, with 11 percent satellite home ownership. The Internet is increasing in popularity; weekly Internet use is 38 percent, with most Internet users seeking news online, and 14 percent of adults use mobile Internet weekly.

The Service will continue to connect with its target audience online with its innovative and interactive multimedia site, and via weekly satellite TV programming on the popular BelSat channel. It will cross promote its programming to encourage audiences to take advantage of these multiple platforms. In addition, RFE/RL's Belarusian Service will continue to publish printed collections of radio programming in its Liberty Library books.

Moldova

Broadcasting

RFE/RL broadcasts to Moldova via television, FM and medium wave affiliates, satellite radio, and the Internet. Moldova continues to restrict independent reporting and intimidate reporters who file stories critical of the authorities. The Service helps bridge different populations in a linguistically divided society. In addition to placing Romanian-language programs on a top Russian-language radio station (as well as on its traditional Romanian-language affiliates), the Service also produces a weekly Russian/Romanian language program that airs on radio stations in the contested region of Transnistria and on a number of Moldovan affiliates. The Service maintains a website that posts comments and blogs in both Romanian and Russian, reinforcing its status as a resource for all of Moldova.

Strategic Vision

RFE/RL promotes dialogue between the separatist Transnistria region and Moldova through weekly Romanian and Russian programming. The RFE/RL Moldovan Service will continue its strategy of placing content on top rated Romanian and Russian language stations with good distribution and prime-time slots. The Moldovan Service will also continue to expand its reach with radio audiences and develop a broader presence on TV by participating in established nightly news programs. RFE/RL plans to better connect with urban Moldovans and those working abroad through increased video offerings on its multimedia website.

With its focus on affiliate distribution, the Moldovan Service proposes to end transmission of its programming via shortwave. Weekly use of shortwave in Moldova is five percent, while medium wave and FM are seven and 39 percent respectively. TV is the most popular media with 93 percent of the population using it weekly, and 92 percent of adults seek news via television. Weekly Internet use is 33 percent, and 28 percent of the adult population seeks news online. Eliminating shortwave broadcasts will have minimal impact on the reach of RFE/RL's Moldovan Service. It has a solid audience and trusted brand thanks to extensive local rebroadcasting on affiliate stations and consistent presence on an independent TV channel.

Ukraine

Broadcasting

The BBG broadcasts to Ukraine via RFE/RL radio programming and VOA television programming. In addition, both RFE/RL and VOA use the Internet to provide audiences with an alternative way to receive credible news and information. With hundreds of state and private media outlets, Ukraine's media sector is diverse compared with those of other former Soviet republics, but it also faces many challenges as transparency of media ownership remains poor, and harassment of journalists continues.

VOA's popular television programs are seen on leading national networks and regional affiliates. The Service also provides special reports to some of Ukraine's largest networks, and it engages audiences via its website and other new media platforms. Ukrainian media have virtually no presence in the United States; therefore VOA Ukrainian serves an almost exclusive role as a "Washington Bureau" for Ukraine's entire TV market. VOA's presence is a highly-effective form of U.S. engagement with Ukraine and is a support for democracy.

Through its surrogate programming, RFE/RL seeks to engage Ukrainians and provide them with information as they find their own path towards a more mature democracy. RFE/RL's high-rated Ukrainian radio programs reach audiences via FM and UkV frequencies, as well as on satellite radio. In addition, the Service's website showcases a selection of video reports from all over the country thanks to its extensive regional correspondent network.

Strategic Vision

In the past few years, the number of RFE/RL radio affiliates has shrunk due to higher costs and political pressure. In response, RFE/RL's Ukrainian Service has significantly expanded its multimedia presence on new media platforms. According to BBG surveys, 41 percent of Ukrainian adults use the Internet on a weekly basis. RFE/RL will continue this new media push while still providing its top-quality radio programming. In addition, RFE/RL will seek to produce more video content for placement on the VOA television news show. RFE/RL will also look to share stringer reports from within the country with VOA whenever possible.

VOA will continue its popular "Washington Bureau" model of television programming. As Ukrainians try to cast aside the Soviet legacy and pursue integration with the West, they look to the U.S. for models of how to create institutions of good governance and a dynamic civil society. VOA Ukrainian will continue to provide news and information to help with this transition. VOA will also look to expand its new media efforts including placing television material on the web and engaging with audiences through blogs and citizen journalist

contributions.

Balkans

Broadcasting

The BBG reaches audiences in the Balkans through VOA and RFE/RL programming in multiple languages on all available platforms – radio, television, and the Internet, including social media. The BBG is by far the leading international broadcaster in the Balkans, with a weekly reach ranging from 11.6 percent in Serbia to 48.8 percent in Albania and 58.2 percent in Kosovo. The majority of this audience is for VOA TV, which benefits from free placement on leading national networks.

Media environments in the Balkans are increasingly diverse, sophisticated, and crowded. Abundant indigenous channels provide continuous local and national coverage. Yet despite the media proliferation, press freedom remains elusive. Reporters Without Borders' 2013 press freedom report characterizes the Balkans as “rooted in the repressive practices of the past.”

The Balkans have become a magnet for other international media. While Western colleagues such as the BBC have withdrawn (due to budgetary constraints), well-funded state-sponsored media from China, Russia, and Qatar have come in. Their participation creates a new factor in BBG's assessment of its role in the region.

VOA's Balkan Services include Albanian, Bosnian, Greek, Macedonian, and Serbian. They cover U.S. and international news and provide a global perspective for local stories. Coverage of America provides an accurate portrayal of U.S. society and explanations and discussions of U.S. policies. VOA's Balkan Services also offer a wide spectrum of opinion on critically important political, economic, and social issues and serve as a forum for viewers, visitors, and commentators to exchange information and engage in meaningful debate.

RFE/RL's Balkan Service has for years been a credible source of local and regional news, impartially covering developments affecting each of the region's ethnicities, religious groups, and nationalities. With its regional bureaus and network of correspondents in the field, RFE/RL's Balkan Service has created radio, TV and Internet products aimed at informing audiences about developments across the former Yugoslavia as a whole, which has enabled the Service to serve as a bridge connecting the disparate countries of the former Yugoslavia.

Strategic Vision

The BBG's Balkan programming is highly successful, reaching large populations in what is largely a saturated, but not totally free, media market. By placing full programs or short reports within popular shows on high-reach stations, BBG services are able to play an important role as unbiased and trusted sources of information. VOA's Balkan Services will continue with this affiliate strategy.

At the same time, the BBG must contend with shrinking resources and other strategic priorities. The current budget environment makes it impossible to sustain two broadcast services in the same language in all markets. Thus, this budget proposes to eliminate RFE/RL's Balkans Service.

VOA's Balkans broadcasts will remain on their popular TV platforms in the region, providing regional, international, and U.S.-related news and information. Their value-added is affirmed by loyal affiliated TV stations that appreciate VOA content as a complement to their own local news and analysis. Research bears out the success of this collaboration. VOA's weekly total media reach significantly exceeds RFE/RL's weekly total media reach in all markets in the Balkans. VOA broadcasts will serve to maintain a robust BBG presence in the region as local media further develop.

This budget also proposes to eliminate VOA radio broadcasts in Albanian in order to focus on the Service's highly successful television product. Radio use in Albania and Kosovo is dramatically lower than TV use (61 versus 100 percent weekly in Albania, and 49 versus 97 percent weekly in Kosovo), and VOA's network of highly-rated television affiliates deliver extremely large audiences. VOA reaches 47 percent of adults weekly in Albania and 56 percent weekly in Kosovo on TV, and just five percent in Albania and eight percent in Kosovo on radio.

The BBG is also seeking to eliminate VOA's Greek service in this budget request. Greece is a member of the European Union and NATO, with an established democracy and free media. It no longer meets criteria justifying VOA broadcasts.

FY 2014 Performance Objectives

- Focus broadcasting on formats and platforms that audiences favor.
- Leverage the newsgathering assets of VOA and RFE/RL and increase coordination in countries where both entities broadcast.

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Broadcasting Board of Governors East & Southeast Asia



East and Southeast Asia

Regional Dynamics

The East and Southeast Asia region contains China, including the Tibet Autonomous Region (TAR) and Xinjiang Uyghur Autonomous Region (XUAR); North Korea; and the nations of Southeast Asia. Long strategically important, Asia became a focal point of U.S. national security policy with President Obama's announcement in November 2011 that "the United States will play a larger and long-term role in shaping this region and its future ... by upholding core principles and in close partnership with our allies and friends."

National Security Advisor Tom Donilon recently amplified this strategic pivot, saying "Asia's future and the future of the United States are deeply and increasingly linked. ... As such, the United States will continue to work to ensure that the Asia-Pacific grows into a place where the rise of new powers occurs peacefully; where the freedom to access the sea, air, space, and cyberspace empowers vibrant commerce; where multinational forums help promote shared interests; and where the universal rights of citizens, no matter where they live, are upheld."

Save for a modest opening in Burma, 2012 saw a decline in freedom of information across Asia, according to Reporters Without Borders (RWB). There were no improvements in China, Vietnam, Laos, and North Korea, all ruled by authoritarian regimes. "The control of news and information is a key issue for these governments," RWB noted, "which are horrified at the prospect of being open to criticism." North Korea merited the world's lowest press freedom ranking in the latest Freedom House survey, 197th of 197 countries assessed. Even Cambodia and Thailand, which have traditionally had more open media environments, have experienced increased harassment of and threats to journalists in the past year. Cambodia fell to its lowest place ever on the RWB index. Media repression in Cambodia included the imprisonment of Mam Sonando, owner of Beehive FM in Phnom Penh, an affiliate of Voice of America and Radio Free Asia (Sonando was recently released from jail in March, 2013).

In China, including Tibet, North Korea, and Vietnam, BBG radio broadcasts are routinely jammed and Internet sites blocked. While BBG anti-Internet censorship efforts have reached new levels of effectiveness, the blocking severely restricts citizen access to BBG content and to the broader Internet.

The BBG is unable to do audience and market research in North Korea and Tibet, although the Agency does systematically interview North Korean defectors and Tibetan refugees and travelers. And, the BBG faces restrictions in carrying out comprehensive research in China. The Agency nonetheless estimates a total weekly audience of 35 million for the region. The majority of measured audience comes from Indonesia, where BBG has some 250 local affiliated radio and TV stations for Voice of America Indonesian service programs, reaching 21 million people weekly.

Linking Resources and Results	FY 2012 (Estimate)	FY 2013 (Target)	FY 2014 (Target)
Audience (millions)	34.8	34.8	35.6
Funding (millions)	\$89.8	\$82.7	\$80.8

Major Program Accomplishments

- In July 2012, VOA Mandarin began a two-hour daily satellite TV program to provide direct access to unbiased news, information, and English teaching materials. VOA content is also shared extensively on Chinese social media sites.
- RFA Tibetan has consistently led the world media in delivering breaking news from inside Tibet. The Service's reporting on the recent incidents of self-immolation has been cited by hundreds of news outlets worldwide, including AP, AFP, Reuters, BBC, CNN, *The New York Times*, etc., as well as news organizations in Taiwan, Hong Kong, Europe and Latin America.
- VOA Tibetan television (and its simulcast on shortwave radio) offers accurate, powerful, and creative programming on contemporary issues in Tibet as well news about the United States and the rest of the world. The service provides a credible, trusted alternative to the Chinese state media's monopoly. VOA on-air reporters are readily recognized by recent refugees and travelers from Tibet.
- VOA and RFA's Burmese Services reach 19 percent and 18 percent of the adult population in Burma respectively on a weekly basis via radio, television, and the Internet, according to a May 2012 national survey. In 2012, VOA successfully negotiated a groundbreaking agreement with the Burmese Information Ministry to place the service's English teaching programs on local stations inside the country.
- VOA Indonesian reaches more than 21 million people each week (13 percent of the adult population of Indonesia) through more than 250 affiliate radio stations and more than 30 affiliate television stations.
- VOA Korean made a significant breakthrough in accessing North Korea when one of its reporters was able to report stories from inside the country.

Broadcasting to China and North Korea



China

Strategic Vision

The BBG broadcasts to China through VOA and RFA in four languages: Mandarin, Cantonese, Tibetan (including in dialects), and Uyghur. China's increasingly assertive international presence brings it to the forefront of strategic concerns for the United States. BBG plans for enhanced distribution include more satellite television, and improved satellite radio broadcasts. There has been a significant increase in satellite ownership in China. According to 2009 BBG research, some 10 percent of households had satellite dishes. PCWorld magazine reported that from 2008 to 2010 satellite dish sales in China quadrupled from 10 million to 40 million units annually. And, unlike shortwave broadcasts and Internet efforts, the Chinese as yet have not jammed satellite signals.

The BBG will continue traditional shortwave broadcasting to reach legacy audiences, even though according to 2009 BBG research just one percent of the Chinese population said they owned a shortwave radio. Online efforts, including aggressive Internet anti-censorship measures, will be crucial, as 28 percent of the Chinese population uses the Internet on a weekly basis.

This budget proposes adjustments to shortwave and medium wave broadcasting to China in Mandarin and Cantonese. Simultaneous shortwave frequencies will be reduced for both VOA and RFA in Mandarin and Cantonese. In addition, VOA Cantonese medium wave transmission will be ended. Remaining distribution for Mandarin includes shortwave transmissions on

multiple frequencies for all broadcast hours, satellite TV and audio with slate, multimedia website and mobile sites with circumvention tools, a significant presence on Chinese and Western social media, and an email newsletter to millions of recipients. Remaining distribution for Cantonese includes shortwave transmissions, radio and TV affiliates in Hong Kong, satellite audio and TV, a multimedia website and mobile sites with circumvention tools, and social media.

China Broadcasting

Mandarin

VOA and RFA broadcasts in Mandarin face vigorous domestic media competition from Chinese government-funded television and radio stations. They also face significant obstacles, including jamming of radio signals, blocking of Internet sites, and harassment of journalists.

VOA's Mandarin Service broadcasts via shortwave, satellite radio with a visual slate, and television. VOA's Mandarin web and mobile sites are updated around the clock. Its podcasts and social networking services are syndicated across multiple social media networks inside China. VOA Mandarin produces unique and authoritative content from inside China and reports on the United States and its relations with China. VOA Mandarin also produces English language learning materials that are available for Internet download, and in electronic and print formats in bookstores throughout China.

RFA Mandarin broadcasts to China via shortwave, satellite audio with visual slate, and the Internet. Its editorial content is also available via SoundCloud, iPhone app, and multiple China-based social media accounts. RFA Mandarin is at the forefront of surrogate broadcasting to China. In an interview in October 2012, blind legal activist Chen Guangcheng said he had been listening to RFA Mandarin broadcasts since 1998 to stay in touch with political, social and development issues in China.

RFA Mandarin has expanded programming that aims at promoting cross-ethnic understanding in China, especially between Han and Tibetans. To balance the Chinese media's negative reporting on the Dalai Lama, RFA Mandarin plans on-air reading of books by the spiritual leader.

Cantonese

Cantonese is the dominant language for tens of millions of people in the Guangdong and Guangxi provinces, Hong Kong, and Macau. RFA and VOA's Cantonese Services reach an audience of elite entrepreneurs, businesspeople, and students, as well as rural residents who either do not understand Mandarin well or who prefer their native dialect of Cantonese.

Because its surrogate broadcasting is often critical of the Chinese government, RFA is not likely to secure any in-country distribution of its programs. Therefore, RFA relies on cross border distribution, reaching its Cantonese-speaking audiences through shortwave radio and satellite transmissions. RFA's broadcasting strategy places special emphasis on the use of digital technologies, with multimedia web and mobile sites, placement of audio content on SoundCloud, and extensive use of social media, particularly the popular Chinese micro-blogging platform

Weibo. RFA Cantonese reports are often re-posted/re-Tweeted by dedicated followers in China. The Service's weekly Q&A program "How to Circumvent the Firewall" helps users bypass online state censorship in China.

VOA's Cantonese Service produces content for shortwave, medium wave, and television distribution. Early in 2013, the service added three radio and television affiliates in Hong Kong, bringing its number of affiliates to six. Its TV program is carried on satellite and domestic TV in Hong Kong, some of which is viewable in the Cantonese-speaking regions of mainland China. The Service's programming is also available on the Internet, via podcasts and mobile phone applications.

Tibetan

VOA and RFA provide a wide range of news and information to Tibetan-speaking people within the Tibetan region. Programming includes local Tibetan topics such as youth, health, democracy, human rights, and rule of law as well as international, American and Chinese news and information. The BBG is constantly seeking new ways to circumvent Chinese shortwave and Internet jamming and censorship to Tibet. BBG's strategic and efficient presence on a host of social media sites offers multiple access points for its programming.

RFA Tibetan produces programs that provide news and information exclusively about Tibet and Tibetans. Regular news programs and weekly features include call-ins and discussions of political and socio-cultural issues, as well as topics concerning youth, health, women, life in exile, Tibetan history, the environment and the pursuit of freedom, with a clear, targeted focus on Tibet. RFA Tibetan also uses its programming to promote cross-ethnic understanding between Tibetans and Han-Chinese.

RFA reaches audiences in Tibet through shortwave and satellite radio broadcasts. Content is also available via SoundCloud, a multimedia website, and social media platforms such as Twitter, Facebook, and YouTube. RFA Tibetan actively explores new technologies to increase audience, with a special emphasis on the tech-savvy information-seeking younger demographic. The Service worked closely with VOA Tibetan on projects that aimed at localizing iPhone, smart phone, and tablet apps. RFA Tibetan features three webcasts per week, one in each of the three sub-dialects – Ukay, Amdo, and Kham – with a plan to produce a weekly webcast roundup of major stories and events.

RFA Tibetan is a trusted source of breaking news gathered from the very sites and centers of self-immolation protests in Tibet. The Service's expansive network of contacts inside Tibet is instrumental to its success in reporting breaking stories in real time. RFA Tibetan reports are regularly cited by mainstream media outlets, including CNN, NPR, The Washington Post, and the New York Times.

Using radio, television, the Internet, and new media platforms, VOA Tibetan engages in conversations on topics that cannot publicly be held inside Tibet. These discussions are playing an important role in providing ideas and information that help Tibetans understand and negotiate the rapid changes that their society is undergoing. VOA Tibetan is the only non-state television programming in Tibetan. VOA Tibetan's large following is illustrated by a recent comment by a Communist Party leader in Qinghai province. During a speech in January 2013, he said that the

Party was losing control over what Tibetans were watching in their homes. VOA Tibetan's popularity has also made the service a prime destination for citizen journalists to send news, images and video from inside Tibet.

Uyghur

RFA Uyghur is the only independent Uyghur-language news source on violations of religious freedom, human rights, and other social issues that affect the lives of the 8.4 million Uyghur Muslims in the Xinjiang Uyghur Autonomous Region (XUAR). RFA Uyghur offers a wide range of content, from breaking news and in-depth analysis to special features on Uyghur history, culture, and language via shortwave and satellite radio broadcasts. The Service also maintains a website that provides continuously updated news in all three scripts used to convey the Uyghur language – Arabic, Latin, and Cyrillic – as well as a live audio stream.

The Service produces an ongoing series that systematically documents the disappearance of dozens of Uyghur youths after the July 5, 2009, uprising in Urumqi. RFA Uyghur has successfully expanded its pool of interviewees to include a large number of Uyghur people currently living inside the XUAR as sources of information.

North Korea

Broadcasting

RFA and VOA Korean face the challenge of broadcasting into one of the most repressive countries in the world. The North Korean government prohibits freedom of speech, press, assembly, and association. It tightly controls all forms of cultural and media activities. BBG programs are essential to counter this censorship of information. Despite the hurdles, recent refugee surveys reveal that 18.4 percent of those surveyed listen to BBG programming on a weekly basis.

Both VOA and RFA Korean concentrate on providing North Koreans with information their government does not want them to hear, from international news to information about human rights conditions inside the country, to the security threats posed by the Pyongyang government's nuclear and missile programs and its provocative actions against South Korea, the U.S., and the international community. RFA and VOA Korean Services each deliver five hours of daily, in-depth news and information on developments in and around North Korea. VOA broadcasts on two and RFA on one medium wave frequency, and both services use multiple shortwave frequencies. Both VOA and RFA reports are often quoted by South Korean and international media organizations. In 2012 alone, Yonhap, South Korea's largest news agency, cited 222 RFA Korean and 123 VOA Korean reports.

In order to help audiences understand U.S. government policies and views, VOA Korean goes directly to key American policymakers on North Korea issues. Through its sources in the Administration, Congress, and the think tank community, VOA Korean consistently provides the latest and most authoritative news and analysis on U.S. policy towards North Korea, in the Korean language. To enhance its capabilities to reach North Koreans, VOA Korean is expanding its partnership with South Korean entities through program placements.

RFA Korean's strength in surrogate reporting lies in its utilization of North Korean defectors.

Working closely with an extensive network of contacts inside the target area and Chinese towns bordering North Korea, RFA Korean uses defectors to add value to broadcast content. The Service's feature stories highlight the human rights situation both inside and outside North Korea, including in China, where many North Korean refugees stay in hiding.

Since Internet access is not readily available in North Korea, RFA Korean has initiated an effort to reach out to the growing number of mobile phone users, now estimated to number more than one million in North Korea. The Service released its first iPhone app, which can be downloaded in China, the most important transit country for North Korean defectors. In partnership with *Inside NK*, a cyber-media outlet established by a group of young defectors, RFA Korean now posts news and information of interest to North Korean youth on RFA's website.

Strategic Vision

Radio remains the best way to reach audiences in North Korea, and research confirms that BBG shortwave and medium wave broadcasts are clearly audible in North Korea. Research also suggests that government enforcement of media restrictions is inconsistent: many North Koreans seem willing to accept the risk to access outside information. A 2011 survey of 250 North Korean defectors from different regions of the country showed that foreign radio is the third most important source of news and information for audiences in North Korea. Weekly audiences for BBG broadcasters remained strong, with a refugee survey showing 17 percent weekly reach for RFA Korean and 14 percent for VOA Korean among those surveyed.

The BBG is seeking to construct a new medium wave transmitter in South Korea. This transmitter, optimally situated in a location near the border with North Korea, would be capable of sending a strong signal that would significantly enhance the BBG's Korean Services' capability to reach audiences.

The BBG will expand its distribution via Internet and mobile devices. At present, access to these technologies is limited mostly to government officials, but as the use of mobile phones inside the country increases, the BBG will be prepared to reach out to audiences via newer technologies.

Broadcasting to Southeast Asia



Burma

Broadcasting

Some eight million Burmese tune in to VOA and RFA radio broadcasts each week. VOA also broadcasts a weekly television program, and RFA broadcasts a half-hour television program six days a week. In addition, both VOA and RFA deliver news via new media platforms. In all, BBG programming reaches 21 percent of the Burmese adult population.

VOA's Burmese Service plays a key role in the lives of its audience by providing international news and the American perspective in addition to covering local issues. The Service has capitalized on the recent relaxation of restrictions imposed on media in Burma by successfully negotiating with the Burmese Information Ministry to place its English teaching programs on local radio and TV stations inside Burma. The Service made more inroads in Burma in January 2013, when Sky Net, a direct-to-home satellite TV provider, began carrying three hours a day of VOA programming during evening prime time hours. The package includes 30 minutes of Burmese-language content, as well as English-language education, information, and entertainment programs.

As a surrogate broadcaster, RFA provides reliable, independent, and in-depth coverage of domestic politics and focuses on local events and issues that Burmese media are not allowed to report. RFA covers such topics as election irregularities, electricity shortages, reshuffling of government officials, the detention of political prisoners, and the plunder of Burmese natural resources.

Last year, RFA Burmese launched a successful daily satellite TV program and set up an in-country bureau modeled after its successful Cambodian bureau, with reporters stationed around the country. RFA is now able to gather not only news and interviews, but also video from across the country.

Strategic Vision

Burma is in a period of political transition. The new civilian government recently began allowing local journalists to report on political issues. It also removed the Internet firewall, enabling Burmese citizens to surf the web freely and to visit foreign news websites that were previously blocked, including VOA, RFA, and BBC. In this rapid about-face, the Burmese government has opened up to BBG programming, which provides essential support for the development of free and democratic institutions. Consistent with the strategic priority of forward deploying news gathering and reporting, the BBG will continue to push for the regular presence of RFA and VOA reporters in Burma.

Shortwave radio remains an effective way to reach the Burmese people. However, as the authoritarian government slowly eases censorship and FM frequencies grow in popularity, the BBG will increasingly try to distribute its programming by FM radio. Satellite TV is also very popular and is an opportunity area for BBG distribution. In addition, the BBG will develop its mobile and web content as technology in Burma is likely to grow rapidly as international NGOs and governments move in to assist. The BBG will also seek funding partnerships to support special programming on issues ranging from politics to media training to health.

Cambodia

Broadcasting

The BBG reaches audiences in Cambodia through its VOA and RFA Khmer language broadcasting on television, radio (FM, medium wave, and shortwave), and new media platforms. VOA Khmer provides a combination of local and international news, delivering analysis, coverage, background reports, and trend stories that complement the local media's focus on breaking news. VOA's television programs are carried on Cambodia's two most important television stations and reach nine percent of the population per week. VOA's radio programs are even more successful reaching nearly 18 percent of Cambodians on a weekly basis.

RFA Khmer plays a unique role in Cambodia as a surrogate broadcaster using its in-country bureau to station reporters throughout the country and report exclusively on the local issues and events that Cambodian journalists are either afraid, or not allowed, to cover. In 2012, RFA Khmer reported on the deteriorating conditions in the country which one human rights activist called "the worst year in over a decade when it comes to human rights and rule of law." RFA Khmer's reporting has functioned as a governmental and societal watchdog that has been able to prompt positive action and solutions to common problems. RFA is one of the top international broadcasters in Cambodia with 24 percent of Cambodian adults tuning into its programming weekly.

Strategic Vision

Cambodia maintains the semblance of a free press, though pressure on Cambodian journalists

still exists, and self-censorship is still practiced by many journalists. Freedom House rated the domestic media in Cambodia as “not free” with a ranking of 144 out of 192 countries. VOA and RFA are, however, able to conduct reporting inside the country and distribute their content via popular FM and television platforms.

The BBG will expand, when possible, its successful affiliate distribution approach. But until the BBG is able to reach all of Cambodia through this affiliate network, broadcasts on shortwave will continue. The BBG will increase production of VOA Khmer television products in order to fulfill programming requests from affiliates. RFA Khmer plans to continue its strong local coverage by adding a second radio call-in show; producing special coverage of the upcoming national elections; and developing more multimedia elements.

Almost all Cambodian households (95 percent) have at least one mobile phone and elite youth use smartphones and social networks on a regular basis. The BBG is building a robust new media presence to ensure VOA and RFA Khmer services remain front and center with the new, more tech-savvy generation of Cambodians.

This budget proposes eliminating one simultaneous shortwave frequency each for VOA and RFA Khmer. Only one percent of Cambodians report using shortwave on a weekly basis. VOA Khmer’s audience comes overwhelmingly and increasingly from its placements on popular local radio and TV stations. Remaining distribution includes shortwave and medium wave transmissions, national and local radio and TV affiliates, satellite audio, multimedia web and mobile sites, and social media.

Indonesia

Broadcasting

The VOA Indonesian Service reaches more than 21 million people each week—13 percent of the adult population of Indonesia—primarily via affiliate television and radio stations. Its radio programming is delivered through a network of more than 250 affiliate FM and medium wave stations. The Service’s TV products can now be seen regularly on eight of Indonesia’s 11 national TV stations and more than 30 local and regional TV stations. The Indonesian service also produces special series and covers special events throughout the year. And, the Indonesian Service has a robust and growing new media presence that is keeping pace with the rapid growth of 3G mobile phones (67 percent own a cell phone) and social network platforms in Indonesia.

Strategic Vision

The BBG’s successful Indonesian strategy of building a strong network of TV, radio, and online affiliates is a model for several other language services. The service utilizes its niche as an American media organization with Indonesian journalists to produce content about America, from America. This content is tailored to its affiliates’ programming needs including short news broadcasts as well as longer form series and reports that cover special events.

VOA will exploit increased use of Internet, social networking, and mobile Internet in Indonesia to deliver content, interact with audiences, and promote its video and audio content. Indonesia has the world’s largest Muslim population, and reaching this audience is an important tool for better understanding between the U.S. and the Muslim world.

Laos

Broadcasting

The BBG reaches Laos, one of the five remaining Communist countries in the world, via RFA and VOA radio broadcasts on medium wave, shortwave, FM frequencies, and the Internet. The Lao government rigidly controls all news media publications, and expressions of political dissent are repressed.

In this environment, RFA Lao surrogate broadcasting continues to cover sensitive local news, especially the growing economic and political influence of China and Vietnam throughout the country. The impact of RFA broadcasts can be seen in RFA listeners' daily questions and discussions of sensitive issues in the news, such as the disappearance of an important civil society leader, dam building, and government land concessions, on the RFA Lao website.

In addition to complementary coverage of events that occur within the Laotian borders, VOA Lao reports on U.S. policy on Laos and U.S. official statements on topics important to Laotians, including freedom of religion, human trafficking, and U.S. assistance to Laos. The Service also tells the story of America by featuring Laotian Americans, showing their participation in American political, economic, and social events in its programming. VOA also broadcasts English learning programming to Laos.

Strategic Vision

VOA and RFA are the only two international broadcasters still providing independent news and information in the Lao language. The BBG is broadcasting via cross border FM affiliates located in Thailand as well as shortwave frequencies to Laos. The BBG is also looking for opportunities to place English learning and health programming on Lao National Radio and Lao National Television.

Internet access is still limited in the country, according to a survey of urban Laotians, only 4 percent own access to the Internet; however, cell phone and even smartphone usage is growing steadily, with 98 percent owning a cell phone. The BBG's Lao Services are working to reach Laotian audiences with these new technologies while simultaneously seeking more ways to circumvent government censorship.

This budget proposes eliminating one simultaneous shortwave frequency for one of two broadcast hours for RFA Lao. Remaining distribution includes shortwave transmissions, FM radio affiliates on the Thai border, multimedia web and mobile sites, and social media.

Thailand

Broadcasting

VOA's Thai Service reaches listeners on more than 40 local medium wave and FM affiliate radio stations in Thailand as well as through television affiliates and the Internet. Many of its radio affiliates broadcast in the predominantly Muslim South, where thousands have been killed since 2004 by separatist Thai Muslims who want to establish an Islamic state. VOA Thai broadcasts uncensored news and information to Thai audiences. It also provides Thai listeners with information on the U.S. political system and policy, and the U.S. and international perspectives on Thailand.

Strategic Vision

Although the media environment in Thailand is considered partly free, political demonstrations in early 2010, among the bloodiest demonstrations in the country's history, led to a crackdown by the government and tight media censorship remains in place.

The BBG is placing its programs on affiliates around the country. VOA would like to expand this distribution strategy to engage university and community radio stations. The BBG is also pursuing opportunities for distribution via mobile devices as this technology becomes more widespread in Thailand; 96 percent of the urban Thai population owns a cell phone.

Vietnam

Broadcasting

The BBG reaches audiences in Vietnam through shortwave, medium wave, satellite audio, and the Internet. RFA provides surrogate broadcasting that includes breaking local news and citizen reports; this unique content is RFA's niche in the Vietnamese market. VOA is one of the few media outlets in Vietnam that provides balanced news on U.S. policy, U.S.-Vietnam relations, and Vietnam itself. In addition, VOA programming assists audiences in learning English.

Strategic Vision

Although it is currently transitioning to a more market-based economy, Vietnam is one of only five remaining Communist states, and it remains hostile to democratic reform. Broadcast media in the country are all state-run, censors closely watch print media, and the government jams radio broadcasts and blocks websites it deems unfriendly.

The BBG strategy for reaching audiences in Vietnam has been shifting toward new media distribution over the past few years. The BBG will develop its new media content as young and urban populations in Vietnam increasingly utilize these new communication technologies. For example, RFA is launching a new program highlighting eye-witness reports from stringers inside the country. According to recent surveys, a quarter of Vietnamese adults access the Internet on a weekly basis.

Despite this push toward distribution via new platforms, BBG shortwave and medium wave radio broadcasts are still necessary to reach less tech-savvy rural listeners, who account for 70 percent of Vietnam's population.

This budget proposes the reduction of one hour of medium wave transmission for VOA Vietnamese and the elimination of one simultaneous shortwave frequency for RFA Vietnamese. VOA Vietnamese has put significant emphasis on its digital product, creating the fastest-growing desktop and mobile websites in all of VOA, with total visits approaching 700,000 per week. Remaining distribution includes shortwave and medium wave transmission, satellite video and audio, and extensive digital outreach – multimedia website and mobile sites with circumvention tools and extensive social media presence.

English to East and Southeast Asia

Broadcasting

The VOA English to Asia Hub provides audio, video, and text news content for delivery via the Internet and local affiliates. The Asia Hub also has three long-form radio programs that target audiences across Asia. Those programs are streamed online and broadcast on shortwave and by local affiliates.

VOA also broadcasts Special English programs to Asian and other audiences around the world. These broadcasts are intended primarily for listeners who are studying English or speak English as a foreign language. Millions of people around the world find that listening to Special English is a good way to gain valuable information about the United States and the world, and learn the language at the same time. Special English broadcasts include the latest news followed by feature programs about science, medicine, technology, agriculture, and the environment as well as American history, culture, idioms and stories. The Special English website is consistently among the most heavily visited of all VOA sites.

In addition to Special English, VOA offers English learning tools to audiences in Asia. *The Classroom*, VOA's new English learning website provides customized, interactive English lessons and activities for beginners, intermediate, and advanced English speakers. The lessons are based on real-life situations and current issues in the news. *The Classroom* also offers interactive word books to help students build a solid English vocabulary.

Strategic Vision

English is a viable language in Asia because it is the lingua franca for the Internet and is seen as a ticket to a better life. VOA is taking advantage of the growth of English usage in Asia as well as the explosive growth of media availability and penetration in Asian markets.

The English to Asia Service will capitalize on its unique position as a global English broadcaster by reflecting the region's diversity and focusing on pan-Asian issues. English programs targeting Asia work to bring understanding of those issues as well as stressing the important role the United States plays in the region. The English to Asia service will also highlight the important role of the Asian diaspora in the United States in its programming.

This budget proposes a one hour reduction in English medium wave programming to East and Southeast Asia. Remaining distribution includes shortwave and medium wave transmission, multimedia web and mobile sites, and social media.

FY 2014 Performance Objectives

- Reach new audiences through satellite television in Burma.
- Leverage the newsgathering assets of VOA and RFA and increase coordination in countries where both entities broadcast.

Broadcasting Board of Governors Sub-Saharan Africa



SUB-SAHARAN AFRICA

Amharic (VOA)
 Afaan Oromoo (VOA)
 Bambara (VOA)
 English (VOA)
 French (VOA)
 Hausa (VOA)
 Kinyarwanda (VOA)
 Kirundi (VOA)
 Ndebele (VOA)
 Portuguese (VOA)
 Swahili (VOA)
 Shona (VOA)
 Somali (VOA)
 Songhai (VOA)
 Tigrigna (VOA)

Broadcasting Board of Governors FY 2014 Budget Request

Sub-Saharan Africa

Regional Dynamics

Sub-Saharan Africa has experienced a democracy wave over the past 20 years, including the creation of the new nation of South Sudan and democratic transitions in Senegal, Botswana, Ghana, and Liberia. It has seen impressive economic growth and rapid development of new communications technology, including new fiber optic networks, the use of social media, and the growth of private sector broadcasting and mobile telephony. Africa is now the fastest growing mobile market in the world.

The region's story has not, however, been one of uniform progress. There have been troubled elections in Ivory Coast and Guinea, harassment of opposition groups in Ethiopia and Zimbabwe, attempts by presidents to extend their term limits in Senegal and elsewhere, and military coups in Mali, Guinea-Bissau, and other countries.

Sub-Saharan Africa has also seen the rise of multiple Islamist-based insurgencies; these include a splinter of al-Qaida in the Islamic Maghreb in Mali, which until recently controlled the northern half of that country; the continued strength of al-Shabaab in Somalia, and the rise of Boko Haram in Nigeria. These faith-based insurgencies threaten stability and the authenticity of the governments in their host countries, have caused violence and death, and have chilled potential economic investment and growth. The head of the U.S. Africa Command, General Carter Ham, has called these three among "the most dangerous" of the world's terrorist groups. He warns that these groups are now coordinating their efforts and sharing weapons, training, and funds. The BBG is committed to both directing current resources, and requesting additional resources, to improve audience reach in these areas to help counteract the surge in extremist ideology.

This budget includes a proposed investment, *Countering Extremism in Africa*, to strengthen distribution of information to and engagement with youth in the core trans-Sahel countries of Mali, Mauritania, Niger, and Nigeria, and to counter extremist propaganda and outreach. VOA and MBN will target people ages 15-30, in a region where the median age is approximately 17. MBN's Radio Sawa will augment its programming in Arabic for sub-Saharan Africa, while VOA will expand its offerings in French and Hausa, and add new programming in Bambara. BBG broadcasters will also engage local audiences on the ground, through town hall meetings and journalism training.

VOA and MBN content will include local, regional, and international news, reported by an extensive network of correspondents, stringers, and citizen journalists, as well as programming on jobs, health, inter-tribal issues, religion, education, food, women's and family issues, governance, and the environment, allowing the BBG to fully address the many intersecting societal factors that lead to the growth of extremist movements.

In addition to the rise of violent extremists, Africa faces continuing health crises, the effects of climate change, a demographic bulge of unemployed youth, and difficulties in entering first world trading markets. It struggles with failed states such as Somalia, and violence in the Democratic Republic of Congo, central Africa, and other parts of the continent. Many of its

governments are not transparent, freedom of information is rigorously repressed in Ethiopia and Zimbabwe, and government sanctioned censorship is evident in many countries.

For African audiences dealing with these issues, BBG programming provides information they can get nowhere else, often acting as a surrogate source of news, within tightly controlled media environments. The BBG targets the 48 countries in sub-Saharan Africa through VOA broadcasts. These broadcasts attract a weekly total media audience of approximately 52 million across the 16 countries in the region for which audience data exist.

VOA programs help to promote democracy and good governance; counter extremism and ethnic conflict; focus on human rights, including the rights of women and girls; balance the growing influence of China; respond to climate and population disasters; and deepen ties to the U.S. VOA also helps improve quality of life through its health programming, empowers people to report on their own lives through the Citizen Journalist programs, and opens a space for public discussion through multiple call-in programs.

The growth of new VOA audiences has been accompanied by strong competition for those audiences from local stations in Africa and also from Radio China, Islamic Republic of Iran Broadcasting, and Al Jazeera. The audience in Africa is now fragmented among numerous delivery platforms, requiring VOA to deliver programs through overlapping technologies. To retain influence in this increasingly competitive environment, VOA has sought new ways to engage its audiences. Radio remains a key medium for reaching BBG audiences in sub-Saharan Africa. Nearly 20 million VOA radio listeners in Nigeria (in English and Hausa) represent the second largest single-country BBG audience after Indonesia. But the audience for TV and mobile technologies is growing steadily. The BBG will continue efforts to reach audiences in the most efficient ways on the platforms that they prefer.

Linking Resources and Results	FY 2012 (Estimate)	FY 2013 (Target)	FY 2014 (Target)
Audience (millions)	51.9	52.4	52.9
Funding (millions)	\$18.1	\$21.1	\$21.3

Major Program Accomplishments

- In response to the crisis in Mali, in March 2013 the French to Africa Service launched a new program in the Bambara language, which is spoken by more than two million people, mainly in central and southern Mali, and Burkina Faso. The program, called Mali Kura (New Mali), airs Monday through Friday and focuses on politics, regional and local developments, health, and culture. The Service also provides breaking news to Mali through *Mali 1*, a mobile platform that offers three short newscasts daily, two in French and one in Songhai, which is another new language for BBG broadcasts. The startup of Bambara programming was funded by AFRICOM, but this request proposes the establishment of a budget line item to support trans-Sahel programs moving forward.

- Responding to the rise of the Islamist fundamentalist group, Boko Haram, in northern Nigeria, VOA's Africa Division opened a reporting center in the northern town of Maiduguri, a center of Boko Haram activity. The Division also began a new weekly program dealing with the violence and social problems of northern Nigeria.
- VOA's Africa Division conducted nationwide telephone polling of Somalis about the development of their new constitution. The results of the poll became part of a new weekly Somali call-in program, *Constitution Square*. The cooperative project was made possible by a partnership with Google Ideas.
- The Africa Division launched the *Citizen Journalists 100* project that equipped a hundred young people in the Democratic Republic of Congo with cameras and allowed them to report on both the election in Congo and on their own lives. The year-long project, funded by the State Department, became hugely popular in Congo.
- Responding to the devastating drought that struck the Horn of Africa in 2011-2012, the Africa Division began two new programs in Amharic and Somali; the programs, called *Lifeline*, targeted over a million refugees who left their homes in Somalia and Ethiopia for refugee camps.
- VOA, through collaboration between English to Africa and the Africa Division, has launched the Africa Health Network which aims to provide relevant health news to audiences that need it most. The VOA-branded network provides audio, video, and text-based information to a range of affiliates and directly to audiences. In February 2012, with help from a grant from the State Department, VOA Swahili launched a new weekly program, *Crossroads: Healthy Decisions for Youth*, which examines critical health issues facing young women in Tanzania. In March 2012, English to Africa launched a health show aimed at younger audiences in Africa. The live call-in radio program features an interactive web page and social media elements in which listeners can ask questions directly of doctors, nurses, and other medical professionals.
- VOA is reaching critical audiences in South Sudan with *South Sudan in Focus*, its 30-minute English radio show which offers listeners accurate news about their country, the region, and the continent. The accompanying web page provides the latest news, special reports, audio files for stories, and web links to other relevant material on the Internet. Funded by the State Department, *South Sudan in Focus* is available via shortwave, FM, and Internet and is co-hosted from Juba and Washington.

Central Africa

Broadcasting

The Central Africa Service broadcasts in the Kirundi and Kinyarwanda languages to Burundi and Rwanda, the core countries of Africa's Great Lakes region. The programming, delivered via FM and shortwave frequencies, is also heard in the northwestern part of Tanzania and the eastern part of the Democratic Republic of Congo.

The Service was created in 1996, two years after the genocide in Rwanda in which hundreds of thousands were killed, and has covered Rwanda's post-genocide recovery, conflict in the

Democratic Republic of Congo, Burundi's civil war, and its transition to a multi-ethnic democracy. United States policy in the Great Lakes region has focused in recent years on enhancing stability, preventing violence, encouraging the return of refugees and helping bring near-failing states back from the brink. In addition to supporting these U.S. policy goals, Kirundi and Kinyarwanda language broadcasters also feature popular health, entertainment, and youth segments that have helped make VOA one of the leading broadcasters in the Great Lakes region.

Strategic Vision

Both Burundi and Rwanda have semi-democratic to authoritarian political environments, and local broadcasters reflect a partisan political slant. VOA provides the local public a different, independent perspective on major local, regional, and international developments, and this radio programming is successful. According to a 2012 survey, the latest research available, VOA has a weekly reach of 26 percent of Rwanda's adult population. A 2010 survey estimated that 12 percent of Burundi's adult population listens to VOA on a weekly basis. Ninety-six percent of survey listeners rated the Service's Kinyarwanda programs "very" or "somewhat" credible.

In addition to its successful radio programming, VOA plans to develop its new media efforts in Central Africa which it projects will yield future audience growth. These efforts will include youth-oriented programs and video postings that are popular with young audiences in the region. The Central Africa Service will also look for opportunities in mobile markets, with diaspora communities, and with Learning English programming.

English to Africa

Broadcasting

In order to be truly successful in Africa, VOA must reach multiple audiences across the continent. That means not only speaking to them in their native languages but also in English, a language many Africans already know and use when seeking news and information about their world.

The English to Africa Service provides news and information to an audience of approximately 14 million on radio, television, and the Internet. The Service produces a rich array of news, discussion, and music programming about Africa, the United States, and the world for its diverse audience in 20 officially Anglophone African countries and in many other African countries where English is spoken.

Strategic Vision

The African continent is home to a dynamic media market, with a range of government, private, and community-run media institutions dominating the public space, though international broadcasters also have a significant following. Even though it has traditionally been a radio market, Africa offers tremendous opportunities for audience growth not only in television, but also on the Internet, and across a range of digital media platforms. BBG research shows that the mobile market is very large and will continue to show strong growth in most African countries. SMS use is ubiquitous among mobile phone users, and ongoing introduction of 3G services will substantially expand the possibilities for delivery of multi-media products to mobile devices. The English to Africa Service will continue to capitalize on these trends. It has started delivering SMS content to some targeted markets and is exploring further growth of this distribution platform, as funding permits.

This budget proposes to slightly reduce shortwave transmission to Eastern Africa. Worldwide audiences for English on shortwave are decreasing, while VOA's target areas for English are increasingly FM and TV markets. The impact of these reductions will be offset by VOA's proposed FY 2014 programming enhancement for Africa.

French to Africa

Broadcasting

VOA's French to Africa Service broadcasts on radio, television, and the Internet to 22 sub-Saharan countries with a combined population of more than 250 million. The Service targets West and Central Africa where state-owned media have dominated most of the airwaves and private media have struggled. The French to Africa Service has responded with additional coverage of the increasing strength of the Islamist insurgents who seized control of northern Mali following a 2012 coup in that country. It has launched a new program in the Bambara language, which is spoken by more than two million people, mainly in central and southern Mali, and Burkina Faso. The program, called *Mali Kura (New Mali)*, focuses on politics, regional and local developments, health and culture. The Service also provides breaking news to Mali through *Mali 1*, a mobile platform that offers three short newscasts daily, two in French and one in Songhai, a new language for VOA broadcasts.

Although independent radio and television stations have fostered greater freedom of the press, they occasionally face government pressure for such alleged transgressions as incitement of ethnic hatred. The Service's regular radio lineup includes informative shows covering a wide array of topics such as religion, health and science, and American institutions, culture, and foreign policy. French to Africa also includes programming that enables members of the African diaspora in the U.S. to discuss their experiences with listeners in Africa.

Strategic Vision

French to Africa will continue its strategy of providing target audiences with a unique platform of balanced information and interaction. Despite the exponential increase in the number of local media outlets in Africa, there is still a need for independent interviews, debates, and in-depth reporting. The French to Africa Service allows listeners the opportunity to freely comment on the events in their respective countries, and to air their concerns. The Service will continue to develop interactive programs that take advantage of new media. The Service also plans to take full advantage of VOA Direct for distribution of original material to affiliates.

The *Countering Extremism in Africa* investment proposal contained in this budget request will allow the Service to continue to cover Al Qaeda in the Islamic Maghreb (AQMI) and other extremist groups along with the major issues that touch the daily lives of its target audiences in Francophone Africa. It will also broaden distribution to include popular TV and mobile outlets.

Hausa

Broadcasting

VOA Hausa broadcasts original radio programming via FM affiliates, medium wave, and shortwave, and it offers live and on-demand streaming on the Internet. The Service broadcasts to multiple countries in western Africa, including Cameroon, Ghana, and Niger, but it is in oil-rich Nigeria—one of Africa's most populous and economically significant countries—that the impact

of VOA's Hausa broadcasting is greatest. Hausa is spoken or understood by 38 percent of the Nigerian adult population of 92 million, and the latest survey data indicate that 29 percent of Hausa speakers listen to VOA Hausa weekly – an audience of more than 10 million people. In Niger, 38 percent of the adult population listens to VOA Hausa on a weekly basis.

The Hausa Service serves the largest Muslim population in Africa. Given the growth of extremism around the world, maintaining a flow of objective and reliable news and information to this population is important to U.S. interests and policies. Boko Haram is an Islamist home-grown extremist group that preaches the violent eradication of Western values and the imposition of Sharia law in Northern Nigeria. Hausa's coverage, interviews, analyses, features and special reports have helped to counter the devastating mission of this group by providing objective, balanced, and fair news. VOA broadcasts are essential for countering religious extremism and censorship, two of the greatest challenges to the free flow of information in the region.

In addition to its radio broadcasts and new media efforts, the Hausa Service also reaches its audience by sponsoring town hall meetings that facilitate substantive public discussions between experts, opinion leaders, and listeners on issues such as education and health.

Strategic Vision

The Hausa Service will continue to provide in-depth coverage of Africa's newest Islamist insurgency, the Boko Haram group that is believed responsible for over a thousand deaths in Nigeria in the past several years. In response to the rise of Boko Haram, the service has added new stringers, a new reporting center and a new program that focuses on northern Nigeria. By providing news and analysis, VOA Hausa ensures that its vast audiences hear all sides of every issue as a counter to the sometimes one-sided and inflammatory reporting by the local media. The Hausa Service also provides something that no other broadcaster in the region offers: a place for serious dialogue that is essential to solving problems and building democratic institutions. The *Countering Extremism in Africa* investment proposal contained in this budget request will allow the Hausa Service to expand its programming and focus on the troubling development of violent extremism in Cameroon, Niger, Ghana, and Nigeria.

Radio is still the main media in Africa, and VOA Hausa has done well with shortwave broadcasts; but since the Nigerian government does not allow VOA to broadcast live news via in-country FM frequencies, the Hausa Service also plans to take advantage of the explosion in mobile ownership and the growing sophistication of telecommunication infrastructure, networks, and services. Where it does have affiliates, VOA Hausa will utilize VOA Direct to distribute its original content.

Horn of Africa (Amharic, Tigrigna, Afaan Oromoo)

Broadcasting

Given their proximity to Somalia and other countries with emerging extremist groups, it is a national security priority to reach audiences in Ethiopia and Eritrea. Despite these countries' close ties with the United States, joint efforts in the war against terror, and significant U.S. aid, the political environment for a free press remains difficult. Broadcasts of VOA's three Horn of Africa languages have been disrupted intermittently by Ethiopian jamming, and the service's websites have also been blocked intermittently.

The Horn of Africa Service targets audiences in Ethiopia and Eritrea and broadcasts news and features in three languages (Amharic, Afaan Oromoo, and Tigrigna) on shortwave and some medium wave each week. The service also posts daily content to its three language websites and broadcasts via satellite radio. In addition to its coverage of local, regional and international news, the Horn of Africa Service offers its target audience timely and relevant programming on economic, political, health, and development issues.

BBG conducted a nationwide survey in Ethiopia in November-December 2012 that found a weekly audience for Horn of Africa broadcasts of 14 percent of the adult population (an estimated 7 million people). Unfortunately, it has been impossible to conduct research in Eritrea.

Strategic Vision

The Ethiopian government sporadically jams VOA Horn of Africa broadcasts and impedes VOA reporters by refusing to grant reporting licenses to new VOA stringers. For these reasons the Horn of Africa Service will seek to continue the dialogue begun by the BBG Governors to improve relations with the Ethiopian government. By establishing a relationship, VOA hopes to prevent future jamming, get an agreement to allow additional VOA stringers in country, and obtain permits for local station affiliations with VOA.

The heavy restrictions on domestic media in Ethiopia and Eritrea have left a large audience eager to hear VOA's accurate and comprehensive news coverage. Opportunities for audience growth are likely to be through traditional radio broadcasting – shortwave, medium wave, and audio channels on satellite. VOA must continue to build on past success in making content in all three languages unique so that shows are a “must-listen” in the target region.

VOA also plans to enhance its Horn of Africa web presence with new features focusing on large diaspora audiences. Internet access and mobile phone usage in Ethiopia and Eritrea are limited and state-controlled, but the Horn of Africa's web and mobile products are popular elsewhere in the region and among large diaspora populations.

Portuguese to Africa

Broadcasting

VOA's Portuguese to Africa Service broadcasts via FM, medium wave, and shortwave to the five countries of Lusophone Africa – Angola, Mozambique, Guinea-Bissau, Cape Verde, and Sao Tome and Principe – as well as other African countries where there are sizable Portuguese-speaking communities, including South Africa, Botswana, Malawi and Senegal. VOA Portuguese simulcasts all of its programming on the web and publishes it on a mobile platform as well.

Reaching audiences that span both sides of the African continent and four time zones, VOA Portuguese provides objective journalism on many issues that are either manipulated by local interests or not properly reported on in the local media. Portuguese program line-ups include news, discussions, interviews and a wide variety of features on topics such as music and art.

Strategic Vision

The media environment in the target area is mixed, with Angola still rated as “not free” by Freedom House. Radio continues to be the most effective delivery platform for reaching the vast majority of Lusophone Africa, with audiences relying on it as their main source for news and information.

Because FM is the radio format that brings the most listeners (69 percent of Angolans use it on a weekly basis), the Portuguese Service will continue to work to expand its affiliate network. These efforts include providing more coverage of events that appeal to the targeted audience, such as reports on elections, health, and local news, and providing a forum that facilitates citizen discourse and interactive programming.

Along with radio, the Internet is becoming increasingly popular as a source of news in the target region. VOA Portuguese to Africa will continue to expand its online presence with more updates on its web page, and a stronger presence in social media outlets.

This budget proposes to reduce medium wave and shortwave transmission of VOA Portuguese. These reductions are primarily to the number of simultaneous frequencies, not to the number of hours broadcast. Remaining distribution includes shortwave and medium wave transmissions, FM affiliates in Mozambique and Cape Verde, multimedia web and mobile sites, and social media.

Somalia

Broadcasting

Somalia’s strategic significance to regional security and U.S. policy interests is undeniable. The country lies at the crossroads of sub-Saharan Africa and the Middle East. Somalia has experienced almost constant conflict for the past 20 years, making it a prime breeding ground for international terrorism. The al-Shabaab insurgency remains strong and continues to intimidate and attack the civilian population and peacekeeping troops, making reporting from the region very difficult. Many Somali journalists, including VOA stringers inside Somalia, have received threats. One reporter working for VOA was killed recently in a bomb blast.

The Somali Service airs daily programs to one of the world’s most hostile media environments, providing a safe forum for Somalis across the political spectrum to interact and express their views. The Service distributes programs covering news and current affairs, topical discussions, entertainment, and sports via FM, shortwave, and satellite radio, and the Internet. In addition, the Somali Service sends two SMS messages every day to approximately 250,000 cell phone users in Somaliland and Puntland.

Threats from al-Shabaab and media restrictions imposed by some Somali leaders have hampered the Service’s reporting from the region. However, in spite of the obstacles, audience research shows that the Somali Service has achieved a 62 percent weekly audience in the capital Mogadishu, and a 74 percent listening rate in the northern regions of Puntland and Somaliland. The Somali Service communicates directly with the Somali people to counter terrorist ideology, foster reconciliation, promote democratic ideals, and achieve greater understanding of U.S. policy, American life, and American ideals.

Strategic Vision

Working in a harsh environment, the Somali Service will continue to leverage new technology, expand radio outlets, and seek more partnerships and cooperation with local FM stations. Additionally, the Somali Service will take advantage of the strong VOA brand name, the new Africa Health Network, and the Service's high credibility to provide audiences with news and information that fights piracy, supports regional stability and representative government, counters extremist messages from al-Qaeda and other terrorist operations, and promotes humanitarian assistance during times of severe drought and famine.

Swahili

Broadcasting

Swahili is the official language in Tanzania, Kenya, and Uganda. It is also widely spoken in Rwanda, Burundi, and the Democratic Republic of Congo (DRC). Tanzania, Kenya, and Uganda all serve as important shelters for refugees seeking protection from extremist groups like the Lord's Resistance Army in the DRC. It is important to reach audiences in these countries as a means of countering extremist groups that exist in the countries that surround them.

The Swahili Service broadcasts radio programming to these countries via FM, shortwave and the Internet. The Service also distributes targeted audio and video programming through mobile devices. Mobile distribution is increasingly important for the Service; data show that far more people in the area own mobile phones, 82 percent in Kenya and 55 percent in Tanzania, than access the Internet via personal computers; only 11 percent of Kenyans and three percent of Tanzanians access the Internet on a weekly basis.

Strategic Vision

Swahili broadcasts play a unifying role in a region where the proliferation of ethnic radio has resulted in fragmentation of views on local issues. VOA Swahili helps build societal cohesiveness by cutting through ethnic differences which has always been a unique challenge for the target region.

The media environments in Kenya and Tanzania are relatively competitive and robust, but still subject to government interference. The Swahili service will continue to produce its panel discussion/call-in shows, which have become incredibly popular as a rare forum for promoting political and social debate. The Swahili Service also plans to enhance its mobile platform to enable audiences in the target region to receive programs through their mobile phones, and read or listen to the latest news on their phones.

Zimbabwe

Broadcasting

The role of the Zimbabwe Service is to be a reliable source of information in a repressive media environment dominated by a state broadcaster controlled by the ZANU-PF party of President Robert Mugabe. The Zimbabwe Service broadcasts in English, Ndebele, and Shona, offering news broadcasts in each language. The Service delivers programming on medium wave and shortwave frequencies, and it has introduced satellite radio transmission to capitalize on robust growth in ownership of free-to-air receivers in the country. The Service also sends SMS bulletins to approximately 11,000 subscribers, and posts programming on its website.

A July-August 2012 market survey showed that VOA's Zimbabwe Service remains the strongest player among international broadcasters in Zimbabwe, and an important source of information for many Zimbabweans. The research shows that VOA's total weekly reach across all platforms and languages was 14 percent in 2012.

Strategic Vision

VOA has been unable to get a commercial radio license or partner with a local affiliate in Zimbabwe, so the Service will continue to concentrate on achieving more effective delivery through long-distance transmission, especially satellite. The Zimbabwe Service will also continue making news available via mobile devices so that audiences can access programming on their mobile phones.

FY 2014 Performance Objectives

- Counter the growing threat of extremism in the Trans-Sahel region of Africa through a multi-channel information and engagement campaign for youth.
- Increase engagement with African audiences through reporting on local news and other relevant issues, including health, business, and technology.

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Broadcasting Board of Governors
Latin America



Broadcasting Board of Governors FY 2014 Budget Request

Latin America

Regional Dynamics

The nations of Latin America are linked to the United States by geographical proximity, economic integration, and shared history. Threats to freedom of the press, rule of law, and private property are increasing in a number of countries in the region. Growing anti-American sentiment in leftist leaning governments, violence, drug trafficking, and the economic downturn pose complex and formidable challenges. U.S. engagement in Latin America is critical as Iran, China, and Russia continue to increase their presence in the hemisphere. Freedom House has found that press freedom in Latin America is deteriorating faster than in any other part of the world; only two countries in Central and South America have a fully free press. This backsliding presents BBG with an opportunity to provide Latin American audiences with reliable, credible news and information.

Despite media freedom concerns, media markets in Latin America and the Caribbean are diverse and evolving rapidly. Competition is intense. Except in Haiti, television is the dominant medium, and cable television use is increasing rapidly throughout the region. More than 80 percent of the population receives its news through television. FM radio has far surpassed traditional shortwave and medium wave bands in popularity. Mobile phone use is virtually universal, and smart phones are becoming more common as barriers to their entry continue to lessen. Similarly, use of Internet and social media platforms are substantial and increasingly important in public discourse, particularly among young urban populations.

BBG broadcasts target Cuba, Central America, Mexico, Spanish-speaking South America, and Haiti. In recent years, VOA Spanish has employed a “U.S. Bureau” strategy in which it partners with major media outlets in the region to provide custom news reports and program packages and live interactives. Research to measure audience reach had significantly lagged behind this development. Whereas the total measured weekly audience was approximately three million in FY 2012, new research shows a dramatic surge in audience to more than 26 million (some ten million in Mexico alone through affiliation with one of the country’s leading TV networks). Audience reach is high for BBG radio broadcasts in Haiti, with 25 percent of adults tuning in weekly. No reliable audience research is possible in Cuba.

Linking Resources and Results	FY 2012 (Estimate)	FY 2013 (Target)	FY 2014 (Target)
Audience (millions)	3.1	13.4	17.9
Funding (millions)	\$33.9	\$34.2	\$28.9

Major Program Accomplishments

- As noted above, the VOA Spanish Service has sharply expanded its presence in Latin America by securing affiliations with major radio and television networks in the region.

Serving as both a U.S. bureau, and a provider of global news, VOA is placed on some of the most important media organizations in the region. This has resulted in dramatic audience growth.

- Emblematic of new VOA Spanish coverage, the Service sent a team to cover the Sixth Summit of the Americas, where it contributed content for the regular programs produced by the Service and provided live radio and TV interactives for affiliates throughout the region. It also sent a multimedia team to Rome to cover the papal election and this resulted in many stories for the Service as well as its affiliates. The choice of an Argentinian as pope made the Spanish Service coverage especially valuable to affiliates.
- Live Tweeting of major news events and speeches resulted in an over 50 percent increase in followers of the VOA Spanish Service Twitter feed. VOA Spanish mobile website traffic continues to grow with one million monthly visits as of February 2013.
- In April 2012, the VOA Creole Service hosted a week-long training session for Haitian journalists in Washington, D.C. The training centered on broadcast journalism and American cultures and values.
- The Office of Cuba Broadcasting (OCB) launched an aggressive effort to establish direct contact with its audience via email and text messages. With this effort, OCB targets a weekly audience of nearly a million Cubans with direct news and information that would otherwise be denied to them by their government.
- OCB made significant improvements in its broadcasts by re-launching its website, *Martinoticias.com*, revamping Radio Marti programming, and redeveloping programming for TV Marti. In the past year, the site added up-to-the-minute information on the repression of bloggers in Cuba. *Martinoticias.com* has also launched its own YouTube Channel, Facebook page, and Twitter feed. In addition to multiple web domains, OCB uses anti-censorship tools such as web-based proxies to reach Internet users in Cuba. Average daily traffic into *martinoticias.com* has increased over 1,000 percent since February 2011.
- In 2012, the Martis began on-air contests, and thousands of people in Cuba have entered via telephone calls, email, and text messages.
- OCB has recently established a network of correspondents in Cuba who have been providing excellent video packages directly from the island. These timely and interesting reports are now broadcast on all platforms.

Broadcasting in Spanish

Regional Strategic Vision

The BBG strategy for Latin America includes continuing a strong surrogate news service for Cuba, providing Latin American radio and TV affiliates with reporting from the United States through the new “U.S. Bureau” approach, and maintaining a robust news and information service

for countries where press freedom remains under pressure. VOA and OCB will continue to collaborate, making their newsgathering and reporting stronger.

Cuba

Broadcasting

The Office of Cuba Broadcasting (OCB) reaches audiences in Cuba via radio (Radio Martí) and television (TV Martí). Broadcasts are carried to the island on satellite via DirecTV and Hispasat, medium wave, and shortwave radio. Cuba is a country of historic importance to the U.S. and remains under close watch for advances in respect for human rights and basic freedoms that could merit improvements in U.S.-Cuban relations. Radio and TV Martí are important in enabling clear, effective communication between the two countries, now and into the future. At the same time, the U.S. notes Cuba's ongoing, if passive, encouragement of selected extremist groups and insurgencies such as: support for members of two Colombian insurgent groups, the Revolutionary Armed Forces of Columbia (FARC) and the National Liberation Army (ELN); and provision of safe haven to several Basque ETA members from Spain. Cuba also has close ties with authoritarian governments in Venezuela, Bolivia, and Ecuador, which frequently challenge U.S. policy in the region.

Radio Martí and TV Martí provide news, features, and information denied by the government to the Cuban audience. Their goal is to promote a better understanding of democratic values, human rights, market economies, free media, and freedom of expression. Radio/TV Martí programs provide an uncensored, comprehensive, and balanced perspective on current events through roundtable discussions and expert analysis on political, economic, social, and religious issues. Many programs also feature in-depth discussions about the Cuban opposition and political prisoners.

Cuba is one of the most politically and geographically isolated societies in the world. It is because of this repressive environment that Martí's were created – to promote freedom and democracy, and to provide news and information to the people of Cuba that they would otherwise not receive. Again, given these unique circumstances, no reliable research is possible in Cuba. Performance is therefore determined based on other measures of impact, such as qualitative surveys of Cuban immigrants and social media engagement, and an honest assessment of the daily interaction with the audience.

Strategic Vision

OCB will continue its strategic focus on efforts to interact and communicate directly with audiences. These include the use of text messaging and virtual chat rooms as a direct means of communication. Advances in digital media technology along with revamped programming are enabling OCB to be at the center of events in Cuba with instantaneous access to information and reports from Cuban dissidents, independent journalists, and bloggers.

The BBG will further seek to overcome censorship and jamming of its OCB programming. This involves finding alternate stations (frequencies), utilizing anti-censorship tools such as proxies, pushing content through SMS messaging, and distributing programming through DVDs and flash drives. OCB will also look to use its DirecTV transmission platform in more innovative ways. Finding new and creative methods of transmission of OCB will be a BBG focus.

The FY 2014 Budget proposes to eliminate Aero Marti, the aircraft-based broadcast system targeting Havana and surrounding areas, because of decreases in its cost effectiveness. Resource limitations in recent years have reduced Aero Marti's broadcast hours while costs of the flights have remained constant, or increased, because of fuel-related costs. In addition, the signal is heavily jammed by the Cuban government, significantly limiting this platform's reach and impact on the island. Distribution of TV Marti will continue on satellite television, the Internet, flash drives, DVDs, and other methods, as technology develops.

The FY 2014 Budget also proposes reducing contractors and up to 57 FTE positions. While maintaining the journalistic firewall, OCB will work with the Department of State and the U.S. Agency for International Development to utilize \$50 million of existing unobligated resources allocated for democracy, human rights, and entrepreneurship programming specifically to Cuba. This whole-of-government approach will increase communication among agencies implementing activities directed at and within Cuba, and help spend down the backlog of funds. To implement this approach the BBG will seek to execute Inter-Agency Agreements with State and USAID to fund OCB's special TV programming, including programs dealing with transition to democracy, human rights, and entrepreneurship, and to maintain a 24 hour per day broadcast schedule. Shortwave transmission costs will be absorbed by OCB, which already includes most of its other delivery expenses within its budget.

OCB will continue to cooperate closely with the Latin America Division of VOA by sharing studios, journalists, and producers.

Spanish to Latin America

Broadcasting

As threats to democracy and freedom of the press endure across Latin America, VOA Spanish will continue to provide news and information to countries where press freedom remains under pressure, especially the north Andean region, Mexico, and Central America. Also, in expanding its reporting from the U.S., the VOA Spanish Service is increasingly effective in meeting congressional requirements for the BBG to represent American society and values and present and responsibly discuss U.S. policies.

Unlike many other VOA services which target one country or part of a country, VOA Spanish serves all of Spanish-speaking Latin America through a mix of set news and information products and, now especially, custom reports to a wide and growing network of high-profile television and radio affiliate stations throughout the region.

Strategic Vision

It is, again, the "U.S. Bureau" strategy which has paid significant dividends for VOA Spanish. Particular areas of focus are U.S. policy as it relates to Latin America and news about the Latin American diaspora in the United States. VOA is also trusted as a provider of major global news developments. These reports are incorporated into news programs that are already popular in the region. The Service is now affiliated with 154 radio and 70 television stations. Its programs and segments are regularly featured on major stations as well as the pan-regional all news networks.

The BBG will continue to develop its affiliate network to distribute programming on the most popular platforms with the widest possible reach. Television and FM radio are by far the most popular platforms in Bolivia, Columbia, Ecuador, Peru and Venezuela with weekly television usage rates ranging from 95 percent in Bolivia and Peru to 99 percent in Columbia and Ecuador. FM radio is also popular with usage rates ranging from 78 percent in Bolivia to 92 percent in Peru.

Consistent with current media use in the region, this budget proposes to drop all VOA shortwave broadcasts to Latin America. In the Andean region, weekly shortwave use ranges from just two percent in Venezuela to only six percent in Bolivia. To aid in program distribution, the BBG will continue to utilize VOA Direct, an online service for distributing radio and television products to hundreds of radio and television stations throughout Latin America and worldwide. VOA Direct makes it easy for affiliates to download BBG programs or segments and incorporate them into their regular programming streams. Eight VOA Latin American Division positions will be eliminated due to the combined effect of a shift in strategic focus, operational efficiencies, collaboration with the Martís, and end of surge broadcasting in Haiti.

VOA’s Spanish Service has increased its reporting presence in the United States by utilizing new staff and stringers in New York. This adds to the amount of relevant content that the Spanish Service can provide to its growing network of stations.

Haiti

Broadcasting

Although there are over 200 independent radio stations in Haiti that provide a wide spectrum of political views, self-censorship is common. VOA Creole focuses on news about Haiti, the Haitian diaspora, and U.S. and international news with relevance to that country. In addition, the Service produces features on topics such as health care, governance, and reconstruction. The Creole Service broadcasts to Haiti via an extensive network of FM affiliate stations, its website, and other digital media platforms. It is highly successful, with a 25 percent weekly reach among adults, because it is regarded as a trustworthy source of news and information. In addition to its programming, the VOA Creole Service also conducts journalism training in the target region. The Service has journalists stationed at OCB’s Miami headquarters to cover the Haitian community in the region.

Strategic Vision

VOA Creole will continue its successful FM affiliate strategy in Haiti, since radio is still the overwhelmingly preferred medium among Haitians; 76 percent of Haitians own a radio. However, as access to TV and the Internet has improved, 39 percent of Haitians watch television on a weekly basis, and the Creole Service has begun to provide material to television stations in Haiti. The focus so far has been high profile interviews or events with specific relevance to Haiti, such as coverage of the UN General Assembly. The Creole Service will continue to develop television and digital media products to reach audiences as these distribution platforms become more popular in the country.

FY 2014 Performance Objectives

- Expand reach and impact in Latin America by serving as a U.S. Bureau and global news provider for affiliates throughout the region. (New research referenced above has already begun to inform fulfillment of this objective.)
- Increase newsgathering and production collaboration between VOA Spanish and OCB, freeing resources in both organizations to better serve their respective audiences with unique content that reflects the missions of each organization.

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Cross-Cutting Initiatives and Support Services

Activities in this cross-cutting section are not specific to any one region, but instead support programming and services throughout the BBG organization. They are funded through both the International Broadcasting Operations (IBO) and Broadcasting Capital Improvements (BCI) appropriations.

BBG support functions are dedicated to facilitating the Agency's broadcast mission in accordance with its strategic goals, implementation strategies, and performance objectives. To satisfy the evolving requirements of U.S. International Broadcasting with the most effective technologies, the BBG continually assesses the effectiveness of its transmission network assets and makes changes to meet new programming requirements, serve priority audiences, and satisfy media preferences. Other essential support offices address numerous Agency-wide initiatives such as strategic planning, Internet Anti-Censorship, marketing and program placement, program review, financial services, and other administrative functions.

Linking Resources and Results	FY 2012	FY 2013	FY 2014
Funding (millions): ¹			
Operations	\$308.1	\$315.1	\$301.5
Capital	\$7.0	\$7.1	\$8.5

¹Includes expenses for BBG technical, administrative, and program support functions.

Establishing a Chief Executive Officer

The FY 2014 Budget establishes the position of a Chief Executive Officer who will be chosen by and report to the Board. The CEO will be empowered to provide day-to-day executive leadership for U.S. international broadcasting and will have management authority over the federal and non-federal elements of U.S. international broadcasting. The Board will retain the critical role of setting the strategic direction of U.S. international broadcasting, as well as evaluating its journalistic quality and maintaining its journalistic integrity.

The CEO will implement the strategies developed by the Board. This move will allow the Agency to respond more nimbly to management challenges identified by the BBG, the OIG, the GAO, the White House, and the Department of State. The creation of this position was proposed in the BBG's FY 2012-2016 Strategic Plan, approved by the Board in January 2012 and affirmed by Board members in subsequent meetings, and the OIG recommended its creation in an inspection of the Board published in January 2013.

Improving Efficiency and Evolving Toward More Effective Digital Technologies

The Board is committed to evolving international broadcasts from shortwave radio to more effective and less expensive digital tools, such as satellite and Internet radio, mobile phone

technologies, and Internet-based social media, to reach today's technologically savvy audiences. Shortwave radio broadcasts will continue in regions that lack access to digital technologies, such as in Darfur, North Korea, and Tibet.

The way news and information are communicated around the world is constantly changing, and the BBG must be equipped to adapt quickly and effectively to evolving preferences for new content delivery platforms. To this end, the Board is making agency management more efficient and effective by pursuing ways to move from a stove-piped bureaucracy of separate, semi-autonomous entities to an integrated media network with multiple brands. The Board also seeks to end language services in countries with more developed, independent media, or that are no longer strategic priorities. And where U.S.-funded media properties overlap, the BBG will look to provide complementary content and share bureaus, stringers, and distribution networks.

The Board also is devoted to reaching audiences on their preferred media platforms, and therefore will allocate resources to the platforms audiences prefer – television, Internet, FM radio, and social media – while maintaining shortwave broadcasts in regions where shortwave remains a critical platform.

Providing Strategic Direction

In FY 2011, the BBG Board undertook a year-long strategic review which culminated in a Strategic Plan, which covers fiscal years 2012 through 2016. The review considered the Agency's mission, the global operating environment, and distribution and technology efforts. It also included in-depth regional reviews that covered every language service and entity within U.S. International Broadcasting. During this process, the BBG took care to maintain the journalistic firewall, which protects the professional independence and integrity of the Agency's broadcasters.

The core idea of the strategic plan revolves around achieving impact through innovation and integration throughout the Agency. The Board used the new strategic plan as the basis for the 2012 Language Service Review (LSR). The LSR is an annual assessment by the Board of U.S. international broadcasting activities and, specifically, the languages in which the BBG entities broadcast. Given the current fiscal environment, hard decisions need to be made regarding programs that will be reduced and those that will be enhanced. During the 2012 LSR, the Board placed an emphasis on U.S. foreign policy and national security objectives in determining language priorities. Consequently, the BBG is proposing to increase broadcasting in Northern Africa to counter extremist ideology, in Burma to support the U.S. government's strategic pivot toward Asia, and in the Middle East to address issues faced in the aftermath of the Arab Spring. In order to have adequate resources to fund these priority language services, the BBG will scale back or end broadcasting in areas that are more open and free, where audiences have access to other sources of independent news.

Measuring and Improving Program Performance

The Office of Strategy and Development coordinates approximately 350 quantitative and qualitative studies per year that provide timely, comparable, and regular data from BBG broadcast regions. This research guides BBG strategic planning at all levels, specifically on-air

program development and the Agency's comprehensive annual strategic review of all language services. Research allows the BBG to more effectively reach its audiences with the news and information they need.

Each BBG entity also uses this research along with expert internal and external analysis to conduct annual reviews of television, radio, and web-based products. These reviews, conducted for VOA and OCB by the Office of Performance Review, assess the professional quality, efficiency and effectiveness of all BBG programs, and ensure that every office or language service pursues and achieves its predetermined goals and performance objectives. BBG research and performance reviews provide valuable guidance for Agency decisions on programming, distribution, marketing, and strategic planning.

Maintaining and Sustaining the BBG's Global Transmission Network

The BBG regularly assesses the effectiveness of its transmission resources to better serve priority audiences, respond to evolving media preferences, and meet new programming requirements. The Office of Technology, Services, and Innovation (TSI) manages a global network of over 90 transmitting sites which deliver shortwave, medium wave, FM, and TV broadcasts. TSI also leases broadcast time at 20 transmitting facilities in 13 countries.

As previously noted, the FY 2014 Budget proposes a major, multi-year realignment of BBG's shortwave transmission assets, which will improve service to critical targets of the world while optimizing operating costs by increasing use of existing, lower cost BBG-owned transmission stations and by eliminating or reducing reliance on external leases. A major objective of this plan is improving transmissions to Africa, Afghanistan, Pakistan, Iran, Tibet, and Western China. This project will leverage stations with the lowest operating costs while maintaining adequate shortwave service to high priority target areas where shortwave transmissions will continue to be important to satisfy agency mission requirements.

To assess the technical effectiveness of radio and Internet transmissions at distant stations, the BBG uses satellite, telephone, and Internet-based monitoring systems. The BBG's worldwide monitoring offices, which include 45 human monitors working part-time and 75 remote monitoring systems, collect over 50,000 observations of BBG broadcasts weekly. TSI uses these observations to verify program reception and audibility, confirm compliance with transmission scheduling, validate leasing and placement agreements, assess the impact of jamming, and avoid interference with other international broadcasters. Over the past year, the BBG has added URLs to its web monitoring capability. Most BBG language service web pages are "hit" at least once per day from remote monitoring systems to detect any blockage by local telecommunications authorities. In addition, the BBG installed a satellite monitoring and control system to provide daily video samples of BBG satellite programming similar to what the Agency does now for traditional radio broadcasts. The monitoring and control system automates the implementation of backup systems, identifies deteriorating equipment items that can be replaced before they fail, and also automatically detects satellite jamming signals and alerts a pre-determined contact list as to the presence of the jamming signal—all without reliance on human intervention or monitoring.

The BCI Maintenance and Repair program addresses essential maintenance requirements to

ensure the reliability and availability of BBG's worldwide network of transmitting stations. As the BBG has consolidated and streamlined its radio transmitting facilities worldwide, the need to keep the remaining network in prime operating condition has become even more critical. Infrastructure in remote locations that are exposed to extreme and corrosive environments requires costly upkeep to prevent failure. It is essential that BBG maintenance and repair funding keep pace with infrastructure needs to avoid broadcasting interruptions. Foregone investment in this infrastructure has left essential equipment in a critical state of disrepair.

Employing New Program Delivery Technologies

TSI maintains and operates multiple delivery platforms to take advantage of new opportunities for delivering programming, interacting with audiences, and countering jamming. TSI's program distribution vehicles include a far-reaching satellite network, Internet capability, global transmitting sites, mobile devices, and anti-censorship efforts.

TSI's distribution network links the main production centers in Washington, Miami, and Prague (Czech Republic) to shortwave and medium wave transmission stations, regional FM and TV affiliate stations, and direct-to-home audiences in markets around the world. The BBG leases transmission services on different satellites and adjusts this capacity to serve changing broadcast requirements. As BBG transmitting stations have closed over the past several years, TSI has reused satellite equipment across the network for more efficient and effective service worldwide. In addition, TSI acquires and maintains MPLS (Multi-Protocol Label Switching) circuits for program delivery to complement the satellite network where such links are cost effective. TSI operates the BBG Network Control Center (NCC), the 24/7 operations hub and central distribution point for all BBG transmission systems. The NCC manages the flow of electronic signals from various broadcasters to their audiences as well as the scheduling and switching of over 700 separate satellite and fiber BBG program feeds. The NCC is also the central hub for connecting broadcast content to digital media platforms, such as live streaming, podcasting and moving television content to website platforms. It performs this last function in close coordination with the Office of Digital & Design Innovation (ODDI), which builds and grows the Agency's digital platforms.

Marketing

The Office of Marketing, within the Office of Strategy and Development, creates and maintains partnerships with high-impact affiliates for the distribution of audio, video, text, and other types of content created by BBG broadcasters. BBG currently partners with 1,400 local, regional, national, and international media organizations around the world, who rely on unique news and information content from VOA, RFE/RL, and RFA. In FY 2013, the Marketing team has undertaken several important new initiatives, including standing up and populating a Customer Relationship Management system to better manage and track ongoing communication with affiliates, and compiling a detailed program catalog of BBG's hundreds of radio, television, and digital products for potential affiliate placement.

In FY 2014, the BBG will research the possibility of targeted advertising on a small number of yet-to-be-determined language services. The objective of this effort is to determine the feasibility of raising revenues through unique and targeted advertising platforms such as a first

generation Somali college student in Minneapolis viewing content from the VOA Somali Service website or a Vietnamese businessman on a work trip in London reading an article on the RFA Vietnamese Service Twitter account.

Development

The Development staff in the Office of Strategy and Development works with BBG broadcasters to design specialized broadcasting, media training, and related projects for which the agency can obtain financial support from other government agencies, foundations, corporations, and other sources. In the last 12 months, Development has secured more than \$5 million in special funding for initiatives such as broadcasts on health topics, town halls and radio shows on empowering young women, special programming on entrepreneurship, interactive programming to counter violent extremist propaganda, and much more. The VOA South Sudan in Focus program and new Bambara-language radio show for Mali are just two examples of successful services funded by sources outside BBG under grants obtained by Development.

Leveraging Digital Media Platforms

Delivering programs to global audiences through multiple media and formats requires the BBG to manage an evolving mix of broadcast and cutting-edge digital technologies. Mobile web and applications, podcasting, streaming, interactive voice response, SMS among a myriad of other digital channels have joined the one-way delivery platforms of radio and television to expand audiences' ability to receive news and interact with broadcasters. Online social networks such as Twitter, Facebook, and YouTube offer users new ways to engage and stay connected, form communities, and broaden viewpoints. Text messaging allows language services to disseminate targeted content at low cost to the recipient. On-demand delivery technologies through broadband connections enable the digital audience to access content at any time. Syndication makes Internet material available to other websites and services through feeds that can be updated frequently with the latest news and information.

The Office of Digital and Design Innovation (ODDI) develops and implements innovative projects, programs, and services across U.S. international media. ODDI plays a key role in expanding the use of the best-in-class technology platforms, including websites, mobile websites and applications, and a wide-range of tools for digital distribution and syndication of content. Digital product leads in video, audio, mobile, syndication and analytics in ODDI assist the BBG content services in executing global digital and brand strategies. Finally, ODDI is tasked with building out the next generation of digital products to present BBG content in an increasingly complex media landscape.

In FY 2012, ODDI was at the forefront of innovation services to the Agency with the development of cutting-edge multimedia strategies and technologies. ODDI led the redevelopment of the BBG's core technology platforms to create an integrated, best-in-class digital infrastructure that operates at a lower annual cost. One major project was leading the migration of VOA, OCB, and MBN websites to Pangea, a content management system developed by RFE/RL, providing significant cost savings as well as improved performance. In 2014, RFA will continue its migration to Pangea. The move towards more sophisticated, flexible

and cutting-edge software based distribution platforms will result in lower costs, reduced systems duplication, expanded in-house capabilities, and improved coordination among the networks. In addition, ODDI partnered with each of the BBG broadcasters on pilot programs in digital and social media.

Implementing an Internet Anti-Censorship Program

For over 70 years, U.S. International Broadcasting has fought censorship in all its forms. Today, a key strategic priority for the BBG is to assist the world's citizens to gain access to information on all platforms, and in every place where governments routinely censor information for political purposes.

The BBG's Internet Anti-Censorship Program (IACP) is designed to provide access to websites and other BBG online content that is censored by the governments of the broadcasters' target countries. Additionally, as part of the program's mission, the BBG seeks to provide users in target countries access to the wider Internet, unfettered by censorship, in accordance with Article 19 of the United Nations' Universal Declaration of Human Rights, which supports the freedom to seek information and ideas through any media, regardless of borders. The FY 2014 Budget increases the funding for the IACP by \$2.5 million, for a total of \$12.5 million.

Although the IACP's largest audiences are in China and Iran, the program provides access to users in other countries with government-sponsored Internet censorship. The IACP's success in providing uncensored Internet access to millions of users in these countries stems from its approach of providing a robust set of tools from the leading vendors in censorship circumvention, as well as using the ability of the BBG broadcasters to inform a large, mass-market audience about these tools through their television, radio, and satellite programming. The IACP funds additional research and development in censorship circumvention both internally and externally to further the knowledge and the state of circumvention technology.

One component of this internal funding is RFA's Open Technology Fund. This program supports research to better understand the types of censorship occurring across the globe and the effectiveness of tools meant to combat that censorship. RFA's efforts help grow the knowledge base for the entire Internet freedom community and improve the effectiveness of future work. The program also supports the new and continued development of software built with the purpose of securing citizens' communications in countries engaged in active online repression. These tools provide individuals on the ground with the capabilities they need to protect their communication from the prying eyes of repressive regimes and offer secure access to censored content. RFA's program also provides support to deploy infrastructure itself to create a secure and independent communication network and to reduce the overhead and barriers to entry for innovative next-generation projects.

Expanding BBG Disaster Recovery Efforts

To enable the BBG to partially address local emergencies that disrupt TV program production at the Cohen Building, the Agency is working on several technical areas that address both data recovery and continuity of operations.

TSI has implemented a cloud-based email system that removes all email-related IT equipment from the Cohen Building headquarters. TSI is continuing to roll this same system out to the offsite VOA news centers and IBB transmitting stations.

Enhancing Information Technology

TSI oversees the virtual and physical infrastructure that serves as the foundation for the BBG's broadcast activities. Information technology, cyber- and physical security, telecommunications, onsite facility management, and continuity of BBG's broadcasting are critical responsibilities. TSI will continue to provide the BBG broadcast entities with the most up-to-date digital and information technology, and will provide technical support for innovative delivery formats such as podcasts, text messages, online chats, and other multimedia applications. TSI also will continue to maintain multiple layers of security for the BBG's information systems and continuously work to improve the overall security posture of the Agency.

Training Journalists and Building Media Civil Society

BBG is congressionally authorized to train journalists under the 1994 Broadcasting Act. This budget includes increased funding for the agency's existing International Media Training Center (IMTC), which falls under the Office of Strategy and Development. BBG has a stable of experienced, language-capable trainers on subjects ranging from use of new technologies, basic journalism and story-telling, ethics, newsroom management, health, disaster preparedness and environment. BBG also uses subject matter experts from other USG agencies and contracts with academic and private-sector trainers. The primary objectives of BBG's media training program are to cement ties with key new and long-term BBG affiliates, to build capacity and support best practices in journalism in target markets, and to support USG public diplomacy initiatives in concert with U.S. Embassies. In FY 2014, BBG will use training funds in support of current and potential new affiliations in such priority countries as Burma, Mali, Azerbaijan, Yemen, and Algeria. BBG will increase efforts to partner with the Department of State, U.S. Agency for International Development, and U.S. Institute for Peace when appropriate, to ensure that implementation of journalist training programs are not duplicative.

Major Program Accomplishments

- The Office of Technology, Services, and Innovation (TSI) helped increase the reach of MBN's Radio Sawa programming following the revolution in Libya by installing new FM Radio transmitters in Benghazi, Misrata, and Tripoli. In addition, TSI furthered VOA's reach in Africa when a new lease for an FM transmitter in Bamako, Mali became operational in January 2013, and an FM transmitter in Juba, South Sudan went on the air in March 2013. TSI also installed four FM facilities in Afghanistan in FY 2012.
- To enhance broadcast coverage into Iran during critical periods, TSI added 12 hours daily of broadcast time for Radio Farda on a leased medium wave facility in the United Arab Emirates between January 2011 and March 2012.

- TSI continued efforts to convert the remaining MPEG2/DVB channels on the transatlantic satellite and fiber links and transpacific fiber link to the more bandwidth-efficient MPEG4/DVB channels. This effort will free up digital capacity for potential new video and audio programming. By the end of FY 2013, TSI will complete the conversion of the transatlantic distribution link from the current DVBS technology to DVBS2, providing 25 percent additional capacity on this very congested link at no further recurring cost. In addition, TSI has begun replacing legacy switches at transmitting stations with new hardware that will enable the migration from a voice-only system to one that supports voice, data, and video over the existing satellite network.
- The Office of Digital and Design Innovation (ODDI) and TSI, in close partnership with Radio Free Europe/Radio Liberty, led the migration of the VOA and OCB websites to the Pangea platform, which will allow greater coordination and inter-operability with other BBG broadcasters. This shift will result in cost savings of \$250,000 annually, reduced systems duplication, expanded in-house capabilities, and improved coordination among the networks.
- ODDI launched a new version of the mobile website, increasing traffic from 600,000 to nearly 5 million unique users per month in eight months. ODDI also redesigned the VOA, OCB, RFA, and MBN mobile websites and migrated all mobile websites to the Pangea platform.
- ODDI assisted in the launch of several digital media projects: a crowd-sourced design project with RFE/RL Azeri, a social media TV program for VOA Russia, live-streaming and social media integration for MBN's Al Youm and OCB's Avanza Cuba programs.
- BBG's Internet Anti-Censorship Program released a new Virtual Private Network (VPN) tool for Radio Farda and Voice of America's Persian News Network in December; within six weeks, over 150,000 users employed this VPN every day, and growth is continuing. Increased funding in FY 2012 has enabled the BBG to significantly expand its circumvention development work, carried out by TSI and RFA, to examine new technologies and different means to bypass Internet censorship, including innovations in satellite data delivery, new tools for mobile phone platforms, and peer-to-peer social networking efforts. OCB partnered with TSI and RFA to employ anti-censorship tools such as web-based proxies to reach Internet users in Cuba.
- TSI completed the deployment of a fully tapeless broadcasting environment that will enable journalists and producers to manage digital content (both audio and video) from initial production, to on-air presentation, to archiving. TSI has upgraded both systems to their latest versions and allowed for the possibility of full access to Agency-archived material on the desktops of end users.
- TSI completed the migration of most Agency users to an external mail service (Office 365). TSI will continue working to deploy Instant Messaging, audio conferencing, video conferencing, and the SharePoint document management system to cloud-based

platforms. These “cloud” applications ultimately will reduce costs and build continuity of operations functions into the network operation.

- TSI continued to make progress on projects geared to “virtualize” existing servers and consolidate storage systems on standardized platforms. These activities have allowed TSI to reduce the number of data centers, consistent with the President’s Management Agenda Data Center Consolidation mandate. The first run of server virtualization is complete; Agency storage systems have decreased from eight to three, and data centers have been reduced from 11 to five.

FY 2014 Performance Objectives

- Realign BBG transmissions to maximize the effectiveness of program delivery resources.
- Provide cutting-edge circumvention tools to audiences in countries that restrict and censor Internet access.
- Increase awareness of BBG programs in high priority markets through advertising and promotion.
- Use research to identify appropriate target audiences and their preferred media, with the formats and content that would appeal to them.
- Maintain the firewall and continuously monitor programming quality in line with modern broadcast journalism principles through annual performance reviews of all broadcast services.
- Support initiatives to improve financial, performance, and budget integration as well as improve financial and acquisition processes.
- Carry out BBG’s mission and goals with a workforce that is agile, skilled, diverse, well-led, and motivated.
- Address BBG’s most critical infrastructure maintenance and repair requirements.

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Performance Budget Information

Introduction

This Performance Budget includes a summary of the BBG strategic plan, a summary of the status of the Agency's current performance, and descriptions of the Agency's performance indicators. This integrated budget and performance section, together with the accomplishments, performance goals, and resource information in the regional sections, connects the BBG strategic goal, performance objectives, and budget presentation, and fulfills requirements of the Government Performance and Results Modernization Act of 2010 for an annual performance plan. The Agency's annual Performance and Accountability Report (PAR) provides detailed performance information and can be found on the BBG website, *bbg.gov*.

Summary of the 2012-2016 BBG Strategic Plan

The mission of the Broadcasting Board of Governors is to inform, engage, and connect people around the world in support of freedom and democracy.

The BBG's 2012-2016 strategic plan is an ambitious roadmap to refine and expand the reach and impact of U.S. international broadcasting in support of U.S. strategic interests. The plan informs the FY 2014 budget request and continues the integration of performance, budget planning, and management of the BBG.

The primary strategic goal of U.S. international broadcasting is to be the world's leading international news agency by 2016, focused on our mission and impact. In support of that goal, a primary performance goal is to reach a global weekly audience of 216 million by 2016. The BBG's programs are designed to foster greater understanding and encourage the widest possible exchange of ideas regarding local situations, the world context, and American values, culture, and policies. The BBG's primary strategic goal is funded by the BBG's appropriations as presented below.

BBG Budget by Account (\$ in millions)

	FY 10 Actual¹	FY 11 Actual	FY 12 Actual²	FY 13 Estimate	FY 14 Request
International Broadcasting Operations	\$745.61	\$740.02	\$743.86	\$749.03	\$722.58
Broadcasting Capital Improvements	\$13.26	\$6.86	\$7.03	\$7.03	\$8.50

¹ Includes carryover balances from FY 2009 transfers from Department of State for P.L. 110-329 Georgian/Russian Initiatives \$1.337 million and P.L. 111-32 enhanced programming to the Afghanistan-Pakistan Border region \$9.97 million. Includes funding pursuant to the Supplemental Appropriations Act, 2010, P.L. 111-212. (\$3.0 million) of which \$1.159 million was utilized in FY 2010. Reflects transfer of \$.641 million from International Broadcasting Bureau to Broadcasting Capital Improvements.

² Includes funding pursuant to the Appropriations Act 2012 P.L. 112-77 (\$4.4 million) for Overseas Contingency Operations/Global War on Terrorism.

The tactical steps identified in the BBG strategic plan are:

1. Unify the Agency into One Organization, Many Brands
2. Launch a Global News Network
3. Seize Targeted Growth Opportunities
4. Prioritize Support for Democracy and Countering Pockets of Extremism
5. Rationalize Program Delivery
6. Combat Internet Censorship and Jamming
7. Elevate and Expand Social Media Innovation
8. Employ Leading-Edge Communication Techniques and Technologies
9. Engage the World in Conversation about America
10. Nurture a Dynamic, Dedicated Workforce
11. Spur Development through Targeted Media Initiatives and Training
12. Sharpen Understanding of Impact through State-of-the-Art Research

The regional performance goals for the 2012-2016 Strategic Plan are:

- Reach critical audiences in the Middle East and North Africa.
- Expand audience reach in strategic locations in the Near East, South Asia, Central Asia, and Eurasia.
- Focus broadcasting to audiences of strategic priority in East and Southeast Asia.
- Reach new audiences with increased engagement in Africa.
- Expand audience reach in strategic locations of Latin America.
- Align essential support functions with broadcasting implementation strategies and performance goals.

Accomplishments, performance targets, budget figures, and program changes for each of these goals are outlined in the regional and support narrative sections.

Current Context of BBG Broadcasting

When U.S. international broadcasting began in 1942, programs were broadcast via shortwave. Over time, the number of transmission options has grown and listener preferences and media access have changed. The technology driving transmitting and receiving broadcast signals is constantly improving and changing. The BBG has kept up with these technological developments, which offer extraordinary new opportunities for unfiltered, direct dialogue with audiences around the world. Today, the BBG transmits programs through radio (shortwave, medium wave, FM, and satellite), terrestrial and satellite television, the Internet (web pages with streaming audio and video, Twitter, Facebook, and YouTube), and numerous types of mobile technology including SMS and mobile web.

In order to serve audiences in less developed areas of the world, the BBG must continue to broadcast via traditional technologies such as shortwave and maintain capability on these platforms by replacing antiquated equipment. But to stay relevant in competitive news markets and serve both current and future audiences, the BBG must also invest in new cutting-edge technology. In areas where the BBG has ceased to broadcast, or where ownership and usage of shortwave radios has declined significantly, the BBG has closed transmission stations,

repurposed equipment, and invested these savings in digital media technology and new high-priority programming.

In addition to changes in delivery methods, consumers of news and information now have an unprecedented array of options from which to choose. For example, citizen journalism provides broadcasters with opportunities to collect information and disseminate information while interacting with audiences. In many regions, BBG broadcasts face growing competition from local news sources and international broadcasters. While this information explosion seems to point to more openness and freedom, the trends in recent years have been toward less press freedom and growing Internet censorship in key markets.

The BBG relies on extensive market research to identify audience preferences and the most appropriate programming mix and delivery options for specific target audiences. In addition to research about the effectiveness of current programming, the BBG commissions research on the overall media market in its broadcast countries to better understand how these markets are developing and the capabilities that each BBG entity will need to remain competitive. As new technologies emerge and in some instances become dominant, quality market research enables the BBG to be forward-thinking and strategically positioned to fulfill its mission. The Board undertakes a comprehensive assessment of the languages in which the BBG entities broadcast each year during its Language Service Review. This review examines qualitative and quantitative research on the performance of programming; audience reach and impact; and media usage and ownership. The review forms the basis for proposing to enhance existing language services, start new ones, or in some instances end broadcasts.

The BBG FY 2012-2016 Strategic Plan gives highest priority to strategically setting the program mix and delivery platforms in order to meet market demand. This is critical to ensure that the BBG achieves its legislative mandate to reach as many people as possible with news and information that gains their trust and makes a difference in their lives by communicating standards for human rights, civil society, religious tolerance, and transparency of government via the most effective delivery systems.

BBG Performance Goals and Indicators

In support of the BBG's strategic goal – to become the world's leading international news agency by 2016, focused on mission and impact – the BBG has outlined four principle performance goals.

Performance Goal 1: Increase global audience reach.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Regular Listening/Viewing Audiences: Number of people (in millions) in target areas listening or viewing at least weekly by program element						
VOA	122.5	141.1	141.1	134.2	145.0	150.0
MBN (Radio Sawa)	17.6	14.9	15.0	13.4	15.0	15.0
MBN (Alhurra)	26.2	26.7	27.0	22.9	27.0	28.0
RFE/RL	18.4	24.3	24.3	23.4	19.6	18.2
RFA	NA	11.9	11.9	10.7	10.7	12.0
OCB	NA	NA	NA	NA	NA	NA

Overall Weekly Audiences: This indicator measures the number of people in target areas listening to or viewing BBG programming on a weekly basis. The measure is obtained for each language service and for the countries served by the BBG. It is based upon the measurement of the “regular listening audience,” a statistical standard long used to report international radio audience reach. Regular listening or viewing audience (radio, TV or Internet) has over the years been consistently defined as all adults listening or viewing at least once a week, as determined by an audience survey that has an adequately designed sample.

Depending on the political, social, and media conditions in each country, measurement of audience size may be easily attained, attained with difficulty, or impossible. For both financial and logistical considerations, the most statistically robust research is not always possible for all areas. Where full probability surveys cannot be done, the best feasible sampling method is used. These may cause some estimates to have a somewhat wider margin of error, and the BBG seeks to accurately identify the margin of error for each survey, taking into account effects of different sample designs. Technical reports for each survey contain these details.

In certain countries, however, political conditions or funding constraints may preclude any research from taking place in a given year. Therefore, performance values for the BBG as a whole and for each BBG broadcast entity include the most recent survey data from each country, most of which is from the current or prior year, although it may go back as far as five years.

Internationally accepted statistical methods are used to estimate audience size from sample survey data. In rare cases when the BBG is only able to sample particular regions or urban areas, data is projected on the sample population not the national population.

The increasing reliance on local rebroadcasts via affiliate radio and television stations and the addition of various digital outlets to the broadcast distribution scheme further complicate measurement in many countries. Another factor that complicates the measurement and reporting of audiences for U.S. international broadcasting is that estimates must be unduplicated as they are aggregated. Inevitably there is a certain amount of overlap in listeners among international broadcasters and among platforms (radio, television, and Internet). The BBG’s methodology avoids counting the same listener or viewer twice when consolidating country, region, or worldwide audience figures.

Because of the limitations of reliable survey data in Cuba, it is not possible to estimate a listening audience for OCB.

Performance Goal 2: Produce high-quality, credible, and relevant content.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Program Quality: Assesses the U.S. interest, content, balance, accuracy, and quality of presentation of program material. Score is percent of services whose programs overall are rated “good or better.”						
VOA	100	100	100	100	100	100
MBN (Radio Sawa)	100	NA	100	NA	100	100
MBN (Alhurra)	NA	NA	100	NA	100	100
RFE/RL	100	96	100	100	100	100
RFA	100	100	100	100	100	100
OCB	100	100	100	100	100	100

Program Quality: This indicator presents the percentage of an entity’s language services whose programming is assessed as being of good-or-better quality. Ratings are based upon two broad criteria: (1) content and (2) presentation. The content and presentation criteria include evaluations of accuracy, reliability, authoritativeness, objectivity, comprehensiveness, and other variables reflecting distinct statutory, policy, and mission mandates for the different stations and separate sub-criteria for each production unit unique to its media and the program. These are averaged and summarized on a scale from 1-4, where 1.0-1.3 = poor; 1.4-1.6 = poor to fair; 1.7-2.3 = fair; 2.4-2.6 = fair to good; 2.7-3.3 = good; 3.4-3.6 = good to excellent; 3.7-4.0 = excellent.

Measuring program quality requires developing standardized criteria applicable to very different media and methods of delivery while minimizing subjective judgments on content and presentation. Historically, this measure has combined scores of external monitoring panels with the analysis of in-house analysts. The BBG is evaluating and restructuring how it conducts external quality analysis. Scores for FY 2012 are based exclusively on in-house ratings. For FY 2013 scores will again incorporate both internal and external input.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Program Credibility: Consists of the percent of those listening at least once a week who consider the station’s news and information “very trustworthy/reliable” or “somewhat trustworthy/reliable” in an annual survey.						
VOA ¹	94	93	94	92	95	95
MBN (Radio Sawa)	90	92	92	89	92	92
MBN (Alhurra)	86	88	90	84	90	90
RFE/RL	92	92	93	93	94	94
RFA	91	92	95	92	92	94
OCB	NA	NA	NA	NA	NA	NA

¹ Prior to FY 2010, VOA program credibility scores cover radio only. For FY 2010 and beyond, they include both radio and television.

Program Credibility: This indicator is determined by the survey question about “trustworthiness of news and information” of those sampled respondents who listened at least once a week to each station. The answers are registered on a five-point scale—very trustworthy, somewhat trustworthy, neither trustworthy nor untrustworthy, somewhat untrustworthy, or very untrustworthy. The credibility index is the percent of those answering the question in the survey (excluding those who did not respond or did not know) who endorsed very or somewhat trustworthy.

The mix of target countries underlying a credibility estimate for a BBG broadcaster as a whole is held constant so that changes in the value are attributable to survey data only, and not to a changing mix of countries surveyed from year to year. As local conditions under which surveys are conducted often change dramatically, the ability to re-survey is occasionally restricted or inhibited. As with the audience estimate, if a survey was not performed in a country in the current year, the most current value was used up to five years prior. Also, credibility estimates are not included for countries where the number of regular listeners is so small ($n < 50$) that the estimate is unreliable. Typically, because the audience is so small, these exclusions do not affect the overall credibility rating of a BBG broadcast entity as a whole.

Because of the limitations of reliable survey data in Cuba, it is not possible to reliably measure program credibility for OCB.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Understanding: Consists of the percent of those listening or viewing at least once a week who say that the broadcasts have “increased their understanding of current events” “somewhat” or “a great deal” in an annual survey.						
VOA	85	86	86	88	86	86
MBN (Radio Sawa)	70	70	75	70	75	75
MBN (Alhurra)	69	70	75	72	75	75
RFE/RL	85	88	89	91	90	91
RFA	89	83	88	92	92	93
OCB	NA	NA	NA	NA	NA	NA

Understanding: This indicator is determined by the survey question asking weekly listeners/viewers whether the broadcasts have “increased their understanding of current events.” The answers are registered on a four-point scale – a great deal, somewhat, very little, or not at all. The understanding indicator measures the percent of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.” This indicator is one of the three principal measures outlined in the BBG’s Strategic Plan. It was reported for the first time in the FY 2010 Performance and Accountability Report.

Because of the limitations of reliable survey data in Cuba, it is not possible to reliably measure understanding for OCB.

Performance Goal 3: Ensure effective, strategic program delivery.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Affiliations and Transmitters: The count of high impact and high quality radio and TV stations regularly carrying U.S. government programming, and of IBB-owned and -operated local transmitters, TV, FM, and AM.						
VOA – Affiliates	360	370	375	383	390	395
RFE/RL – Affiliates	62	68	70	81	85	90
RFA – Affiliates	7	9	12	14	15	16
VOA – Transmitters	34	35	44	39	53	51
MBN (Radio Sawa) – Transmitters	40	40	42	42	53	59
MBN (Alhurra) – Transmitters	5	5	5	5	5	5
RFE/RL – Transmitters	20	20	27	25	28	14

Affiliations and Transmitters: As shortwave usage wanes in parts of the world, the importance of affiliations with local medium wave and FM radio and television stations grows. Types and degrees of affiliations are many, ranging from live simulcasts at scheduled times to occasional use of taped segments of programs. The affiliation indicator counts only those stations with contracts that regularly rebroadcast identified programs of U.S. international broadcasting entities on competitive media, in or near prime time in an uncensored manner, either nationally or in strategically important parts of the country. The transmitter indicator counts IBB-owned and -operated local transmitters—TV, FM, and medium wave.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Radio Signal Strength Index: This overall network level indicator applies only to cross-border shortwave and medium wave radio signals, and measures whether programs can be heard by target audiences. Based on a 5-point scale.						
BBG	2.80	2.92	2.90	2.97	2.90	2.90

Signal Strength: This statistic refers exclusively to radio signal monitoring by IBB staff of cross-border shortwave and medium wave signals in or near target areas. Signal strength is an important register of whether the programs are capable of being heard by the target audiences. The IBB routinely compiles a program reception statistic for each language service. Typically, this is done for each of the two broadcast seasons: April to September, and October to March. The summary statistic aggregates the most recent readings for each service and averages them. While signal delivery lends itself well to GPRA measurement, since monitoring data is regularly collected, U.S. international broadcasting continues to examine this approach with an eye to improving its accuracy, sensitivity, and usefulness as an analytical tool. Survey research data provides an independent source of data, yet to be integrated into the statistic. The Radio Signal Strength Index only measures shortwave and medium wave transmissions, thus reflecting the shortwave reductions across most of the global network. The scale is 1-1.5, nil; 1.5-2.5, poor; 2.5-3.5, fair or average; 3.5-4.5, good; and 4.5-5, excellent.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Satellite Effectiveness Index: Assesses whether the BBG satellite delivery is keeping pace with global media developments						
BBG	10.4	10.9	11.0	11.6	14.8	15.5

Satellite Effectiveness Index: This index provides a quantitative measure of the ability of the satellite network to access the population of TV households. The measure accounts for TV population, total satellite network capacity, signal strength, and prime-time flexibility. This index considers five criteria: 1) Coverage of the satellite in channel-hours; 2) Coverage to small (3 meters or less) antennas; 3) Time-zone flexibility to ensure prime-time coverage; 4) TV households reached; and 5) Ability to feed other satellites as part of the network. The index was developed by the Office of Technology, Services, and Innovation in cooperation with the Broadcasting Satellite Users' Board to improve on an earlier index. The Satellite Effectiveness Index represents a refined, more useful planning tool than the original formula. The upper limit of the index is unknown since the potential number of TV channels and TV audiences around the world may change in the future.

	FY 2010 Estimate	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Transmission Network Consumable Expense: The cost (in millions) of power and parts to operate the IBO transmitter						
BBG	\$35	\$35	\$34	\$32	\$27	\$22

Transmission Network Consumable Expense: This indicator is equal to the total annual cost of power, maintenance, and repair to operate the transmitters in the BBG network around the world. Jamming by host governments drives the number up, as does a proliferation of media in the target market areas that requires more diverse delivery systems to successfully compete there.

Performance Goal 4: Achieve substantive impact within the target audiences and societies consistent with a multi-factor measure to be developed over the course of the Strategic Plan.

Gauging impact is critical to broadcasters, management, and stakeholders alike for strategic and budgetary purposes. Agreed-upon definitions of impact have been elusive. Audience size is a factor, but impact cannot be reduced to this or any other single variable. In FY 2012, the BBG and its research partner began work to better define and measure the impact of Agency media. The Agency is currently working on developing a multi-factor indicator to gauge, and ultimately increase, impact. This will drive fulfillment of three key requirements: (1) to measure as accurately as possible the performance of our programs and brands and our ability to report the results clearly and confidently to Congress, the Administration, and the American public; (2) to provide the operational elements of the Agency with business intelligence that will lead to improved strategies at the program level; and (3) to understand the effect of our work on the audiences, media markets, and societies we target.

Verification and Validation of Indicators

The performance indicators are a best effort to measure each broadcast entity's level of performance now, and to project how effective they will be in FY 2013 and FY 2014. To achieve maximum objectivity, measurements are performed independently of the elements being evaluated. VOA, OCB, RFE/RL, RFA, and MBN audience research is carried out by outside research contractors, including InterMedia and Gallup. The Broadcasting Satellite Users' Group,

a multi-element working group not affiliated with the Office of Technology, Services, and Innovation, calculates the Satellite Effectiveness Index. The appropriate entity research director computes entity-wide performance values, and sends them to the BBG research manager for verification.

The standards of the Conference of International Broadcasting Audience Researchers and other standards-setting organizations are followed for the design and conduct of sample surveys. A technical report is produced for every survey, which describes the sampling plan, the problems encountered in the field and the methods of resolution, and these are being improved to allow computation of margins of error that include design effects where feasible.

Digital Media Metrics

The Internet and other forms of digital media have become key delivery platforms for BBG broadcasts in many media markets. The BBG collects and analyzes various metrics to understand how audiences use these platforms to access and share news and information. While Internet access varies widely across the BBG broadcast regions, the digital media metrics presented on the following pages give some indication of the impact of digital media efforts by showing the average number of weekly visits, average numbers of pages per visit, and average number of weekly visitors to the BBG language service websites during fiscal year 2012. These numbers do not count most traffic to proxy servers, which can be significant in areas where Internet access is censored or restricted. These numbers also do not capture the further distribution of digital content through online social networks or informal word-of-mouth.

Broadcasting Board of Governors
Digital Media Metrics

Language Service	Average Weekly Visits* FY 2012	Average Pages/Visit** FY 2012	Average Weekly Visitors* FY 2012
Voice of America			
Africa Division			
Central Africa (Kinyarwanda, Kirundi)	6,500	1.78	2,800
French To Africa Service	7,500	2.10	4,800
Hausa Service	85,500	2.29	41,900
Horn Of Africa (Amharic, Tigrigna, Afan Oromo)	156,800	2.04	64,700
Portuguese Service	20,200	2.42	11,400
Somali Service	138,500	2.15	55,800
Swahili Service	4,200	1.93	2,200
Zimbabwe/Shona/Ndebele/English	22,400	1.56	15,400
East Asia & Pacific Division			
Burmese Service	198,200	2.38	69,800
Cantonese Service	3,500	2.08	2,700
Indonesian Service	36,100	1.92	28,300
Khmer Service	42,700	2.15	22,800
Korean Service	20,400	2.69	14,700
Lao Service	10,700	3.61	4,700
Mandarin Service	216,100	2.98	101,500
Thai Service	6,200	1.71	4,800
Tibetan Service	36,700	2.07	20,200
Vietnamese Service	436,300	3.35	203,200
Eurasia Division			
Albanian Service	26,700	2.48	13,500
Bosnian Service	2,900	1.96	1,900
Greek Service	1,900	1.76	1,600
Macedonian Service	5,100	1.71	4,200
Russian Service	304,000	2.31	210,600
Serbian Service	9,000	2.08	6,200
Ukrainian Service	23,900	1.58	19,000
Latin America Division			
Creole Service	2,500	2.34	1,000
Spanish Service	101,300	1.59	85,100
Near East & Central Asia Division			
Armenian Service	3,300	2.07	1,900
Azerbaijani Service	5,000	1.94	3,300
Georgian Service	3,000	2.20	2,000
Kurdish Service	5,800	2.23	3,300
Turkish Service	11,600	1.82	9,000
Uzbek Service	7,000	2.43	3,400

* Includes desktop and mobile.

** Desktop only.

Broadcasting Board of Governors Digital Media Metrics			
Language Service	Average Weekly Visits* FY 2012	Average Pages/Visit** FY 2012	Average Weekly Visitors* FY 2012
South Asia Division			
Afghanistan Service			
Dari	15,800	2.49	6,300
Pashto	19,000	2.04	8,300
VOA Radio Deewa (Pashto)	3,800	2.34	2,000
Bangla Service	3,600	1.94	2,300
Urdu Service	39,000	2.82	19,400
Persian News Network	484,900	2.42	172,200
English Division	1,011,100	1.79	692,500
Special English	359,000	3.04	162,100
Office of Cuba Broadcasting			
Radio & TV Marti	30,900	2.79	14,800
Radio Free Europe Radio Liberty			
Armenian	71,800	3.08	29,300
Azerbaijani	122,600	2.99	61,100
Balkans (Bosnian, Macedonian, Serbian, Montenegrin, Albanian)	66,700	2.69	39,400
Kosovo	41,900	2.27	18,200
Macedonia	28,100	1.77	18,200
Belarusian	58,000	3.30	21,600
Georgian	37,100	2.44	21,000
Ekho Kavkaza (Russian)	21,800	2.92	13,200
Kazakh	142,000	2.71	74,900
Kyrgyz	77,800	3.60	36,100
Moldovan	22,600	2.42	13,200
North Caucasus (Avar, Chechen and Circassian)	1,052	3.26	502
Radio Farda (Persian)	949,600	2.47	300,900
Radio Free Afghanistan (Dari and Pashto)	44,600	3.35	17,400
Radio Mashaal (Pashto to Pakistan)	3,600	3.05	2,100
Radio Free Iraq (Arabic)	14,800	1.74	12,500
Russian	884,700	2.22	544,400
Tajik	106,400	3.98	33,400
Tatar-Bashkir	8,500	3.38	3,900
Turkmen	6,400	4.05	2,600
Ukrainian	148,800	1.72	109,000
Uzbek	146,300	3.87	42,700
Radio Free Asia			
Burmese Service	141,600	2.40	58,300
Cambodian Service	113,300	1.96	42,500
Cantonese Service	5,900	3.82	4,600
Korean Service	9,200	2.55	5,000
Laotian Service	10,900	2.88	5,100
Mandarin Service	58,500	4.21	36,600
Tibetan Service	17,500	2.51	6,300
Uyghur Service	13,500	4.49	5,500
Vietnamese Service	350,600	2.68	151,300
Middle East Broadcasting Networks			
Alhurra	25,900	2.05	16,900
Radio Sawa	94,700	2.11	62,200

* Includes desktop and mobile.

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